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POLICIES AND PROCEDURES IN ASSOCIATION MANAGEMENT

Survey Results from more than 2,000 Associations

Data tabulation and composition: Research USA, Inc.
Chicago, IL

asae American Society of Association Executives

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FOREWORD

Every strong organization develops and refines a system of policies and procedures to guide staff and members in making consistent and logical decisions. A policy is, in a sense, a decision that has been made in response to a specific set of circumstances. Thus, policies and procedures operate in a specific context. As conditions change, policies need to be revised to reflect new conditions. In the best organizations, policy is not inflexible and static, but eternally evolving.

Policies and Procedures in Association Management is a study of policy in associations. Conducted by ASAE every four to five years, it serves as a bellwether of trends in the association community at large and therefore provides a unique reference point for evaluating an organization's policies and practices.

ASAE thanks those members who participated in the 1992 survey. Compiled from more than 2,100 respondents, the data presented in the following tables will serve as a comparative tool for the entire association management community.

Elissa Matulis Myers, CAE
Publisher
American Society of Association Executives

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INTRODUCTION

The 1992 edition of *Policies and Procedures in Association Management* has been expanded beyond previous editions, to reflect the current needs of the association community. There are 236 tables included in this report, compared with 179 in 1987 and 128 in 1982, and two new sections, chapters and public relations, have been added. The 1992 study represents 2,116 associations, a six percent increase over the number of associations in the 1987 edition.

The participants represent associations of all geographic scopes, membership types, and budget sizes. A profile of the 1992 participants is contained in Section XVI.

Each section begins with narrative about the trends from previous studies, as well as new information collected for the first time for this edition.

The tables present the data as percentages categorized according to type of members (individuals, companies, other associations, and a combination of types) and geographic scope (international, national, state/regional, and local). The top line of each table indicates the number of respondents that form the basis for the percentages. For the most part, this number corresponds to the total number of associations that participated in the survey. However, in some tables, the number of associations that answered is conditional on a particular response to a previous question, thereby, forming a subgroup upon which percentages are based.

All percentages are rounded to the nearest full percent, making some columns add to slightly more or less than 100 percent.

Definition of Membership Types

Individual: Associations in which individuals are primary members.* This category is abbreviated as "Indiv." throughout the study.

Company: Associations in which companies are the primary members. This category is abbreviated as "Co."

Association: Organizations in which associations are the primary members, commonly known as federations. This category is abbreviated as "Assn."

Combination: Associations in which the primary members comprise two or more of the above types. This category is abbreviated as "Comb."

* Organizations consisting primarily of contributors were asked to identify themselves as such. Because only 22 participants identified themselves as contributor organizations, their data have been combined with individual membership organizations throughout this study. For further information about the results of the contributor data, please contact either Debra Sher, vice president, ASAE Member Services Division, at (202) 626-2705, or Eve Shepard, manager, ASAE Information Central, at (202) 626-2746.

ORGANIZATION

There has been very little change since 1987 in the percentage of associations with for-profit subsidiaries. Nineteen percent of all responding associations have established a subsidiary corporation — and a few have more than one.

Since 1987, more subsidiary corporations are offering insurance programs (up 12 percent), industry promotion and advertising (up 27 percent), and credit bureaus (up 50 percent). Two activities that decreased in popularity are data processing (down 33 percent) and publishing services (down 22 percent).

The relationship between parent associations and subsidiaries has changed in many ways.

- Fewer have independent financial relationships. In 1991, in only 6 percent of the associations, was there no financial relationship between the parent association and the subsidiaries, as compared to 18 percent in 1987 and 22 percent in 1982.
- Between 1982 and 1987, more parent associations established a relationship in which the subsidiary paid a management fee to the association (35 percent versus 39 percent, respectively). In 1991, this trend reversed, declining from 39 percent in 1987 to 32 percent.
- Parent associations are also less likely to have subsidiaries pay the association for services rendered, or share overhead expenses with the parent association, and more likely to have the subsidiary pay a dividend or royalty to the association.
- For the first time in this study, we collected information on associations that pay a subsidiary for services rendered. An average of 24 percent have this financial relationship, and among federations a full 50 percent do.

There continues to be a steady trend among associations to establish a foundation (up 30 percent since 1982). And, for the first time, we know that 42 percent of the reporting association foundations offer scholarships.

Financial arrangements between foundations and parent associations also are changing. More foundations are paying the parent association for services rendered (up 45 percent), as well as sharing overhead (up 38 percent since 1987).

Although 12 percent of associations have regional offices, the number of offices they maintain has increased dramatically since 1982. Of those that do, only 2 percent of the 1982 respondents maintained five or more regional offices; in 1991, 31 percent have five or more offices.

Is your association incorporated? **TABLE 1**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	96%	95%	96%	91%	98%	97%	96%	95%	96%
No	4%	5%	3%	9%	2%	3%	4%	5%	3%
No response	*	*	1%	0	0	*	0	*	1%

* Less than 1%

What is the tax status of your association? **TABLE 2**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
501(c)(3)	28%	33%	18%	41%	49%	41%	36%	19%	20%
501(c)(4)	3%	3%	2%	11%	2%	2%	4%	3%	1%
501(c)(6)	59%	52%	72%	30%	41%	51%	50%	67%	66%
Other	3%	6%	1%	6%	2%	2%	4%	5%	1%
Not tax exempt	4%	4%	4%	6%	3%	2%	3%	3%	9%
No response	3%	2%	3%	6%	3%	2%	3%	3%	3%

Has your association established any for-profit subsidiary corporations? **TABLE 3**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	19%	16%	23%	21%	12%	10%	14%	25%	26%
No	81%	83%	77%	79%	88%	89%	86%	75%	73%
No response	*	1%	*	0	0	1%	0	*	1%

* Less than 1%

How many for-profit subsidiary corporations has your association established? **TABLE 4**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	401	157	214	10	20	50	64	201	86
One subsidiary	76%	73%	78%	80%	70%	84%	72%	74%	78%
Two subsidiaries	12%	12%	12%	10%	20%	6%	12%	14%	11%
Three subsidiaries	5%	6%	3%	10%	5%	2%	5%	6%	2%
Four subsidiaries	1%	0	2%	0	0	2%	1%	1%	0
Five or more subsidiaries	1%	2%	1%	0	0	2%	5%	1%	0
No response	5%	7%	4%	0	5%	4%	5%	4%	9%
Average	1	1	1	1	1	1	2	1	1

What are the primary activities or functions of the subsidiary corporation(s)?[1]

TABLE 5

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	401	157	214	10	20	50	64	201	86
Data processing	12%	19%	7%	0	20%	6%	6%	10%	26%
Publishing	24%	20%	26%	20%	35%	22%	28%	23%	23%
Insurance	46%	35%	57%	30%	15%	26%	33%	66%	19%
Industry promotion and advertising	14%	8%	19%	10%	15%	12%	13%	19%	6%
Credit bureau	6%	4%	7%	30%	5%	8%	9%	6%	3%
Legal service	3%	4%	2%	0	0	2%	3%	1%	6%
Trade show or convention	7%	2%	10%	10%	10%	6%	8%	8%	5%
Savings plans	2%	1%	2%	0	0	0	2%	3%	0
Other	33%	34%	30%	50%	45%	42%	[illegible]	27%	45%
No response	5%	9%	3%	0	0	10%	13%	3%	2%

[1] Percentages add to more than 100% due to multiple answers.

What is the financial arrangement between the subsidiary corporation and the parent association?[1]

TABLE 6

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	401	157	214	10	20	50	64	201	86
Management fee paid to the parent association	32%	23%	40%	30%	20%	22%	34%	33%	34%
Subsidiary pays association for services rendered	38%	45%	34%	40%	30%	46%	41%	38%	31%
Association pays subsidiary for services rendered	24%	26%	20%	50%	35%	18%	16%	24%	31%
Overhead is shared with parent	38%	41%	38%	30%	30%	34%	28%	39%	48%
Dividends, royalties, or other monies paid to the parent	29%	29%	30%	0	35%	28%	41%	30%	20%
No financial relationship	6%	5%	7%	0	0	10%	6%	6%	2%
No response	2%	4%	1%	0	0	8%	3%	2%	0

[1] Percentages add to more than 100% due to multiple answers.

Has your association established any foundations? **TABLE 7**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	35%	45%	28%	19%	26%	37%	35%	37%	28%
No	64%	54%	71%	77%	73%	61%	64%	62%	71%
No response	1%	1%	1%	4%	1%	2%	1%	1%	1%

If "yes," what is the primary function of the foundation(s)?[1] **TABLE 8**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	747	434	260	9	44	187	160	307	93
Research	36%	35%	37%	11%	43%	46%	42%	33%	17%
Education	71%	70%	73%	44%	70%	71%	73%	72%	60%
Publishing	9%	10%	7%	11%	11%	10%	14%	7%	3%
Scholarships	42%	46%	36%	44%	27%	38%	41%	48%	31%
Other	11%	11%	8%	44%	23%	5%	12%	8%	34%
No response	1%	1%	1%	0	5%	1%	0	2%	1%

[1] Percentages add to more than 100% due to multiple answers.

If "yes," what is the financial arrangement between the foundation and the parent association? **TABLE 9**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	747	434	260	9	44	187	160	307	93
Management fee paid to the parent association	13%	14%	14%	11%	7%	15%	11%	14%	12%
Payment made to the parent association for services rendered	26%	30%	22%	11%	20%	30%	27%	25%	22%
Overhead is shared with the parent association	24%	21%	25%	22%	36%	28%	29%	21%	16%
No financial relationship	33%	31%	35%	56%	32%	24%	29%	37%	46%
No response	4%	4%	4%	0	5%	3%	4%	3%	4%

Do you plan to establish a foundation within the next three years?

TABLE 10

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	9%	9%	8%	15%	5%	8%	7%	9%	11%
No	74%	70%	79%	68%	77%	73%	75%	74%	75%
No response	17%	21%	13%	17%	18%	19%	18%	17%	14%

Do you have regional offices?

TABLE 11

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	12%	12%	11%	13%	17%	16%	13%	11%	6%
No	86%	85%	88%	85%	79%	82%	85%	87%	93%
No response	2%	3%	1%	2%	4%	2%	2%	2%	1%

How many regional offices does your association have?

TABLE 12

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	251	116	100	6	29	83	59	90	19
One office	37%	39%	35%	33%	31%	33%	32%	41%	48%
Two offices	18%	12%	26%	33%	14%	16%	17%	21%	21%
Three offices	8%	7%	10%	0	7%	3%	10%	7%	26%
Four offices	5%	8%	2%	17%	3%	7%	7%	3%	0
Five or more offices	31%	32%	26%	17%	45%	40%	34%	26%	5%
No response	1%	2%	1%	0	0	1%	0	2%	0
Average	3	3	3	3	4	4	4	3	2

CHAPTERS

In response to increasing member interest in chapter management, we reinstituted a section on chapters, previously included in the 1982 survey.

Chapter structures are much more prevalent in individual membership organizations (64 percent) than in trade associations (26 percent). We also know that 42 percent of the associations with chapters employ chapter relations staff, with 7 being the average number of chapter staff employed. Questioned for the first time about financial arrangements between the association and its chapters, only 20 percent of the parent associations indicated that they charge their chapters a management fee for providing chapter administrative support services.

While a third of the associations require their chapters to file financial reports with the parent association, federations are only half as likely to have this requirement. There is a distinct move toward autonomy in dues collection, with a 13 percent drop in the number of chapters collecting dues for their national and a 42 percent drop in the number of parent associations collecting all dues and allocating a portion to each chapter.

This edition examines international chapter activity as well. Eleven percent of all associations have chapters in other countries. Not surprisingly, international associations have the most non-U.S. chapters (33 percent). Seventy-three percent of non-U.S. chapters function as part of the national association, rather than as separate corporations.

Does your association have chapters, branches, or state-affiliated organizations?

TABLE 13

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	46%	64%	26%	43%	44%	54%	48%	43%	34%
No	53%	35%	73%	47%	56%	45%	52%	55%	64%
No response	1%	1%	1%	10%	0	1%	0	2%	2%

If "yes," describe the chapter relationship. **TABLE 14**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Membership in the parent contingent upon membership in chapter, branch, or affiliate (bottom-up)	31%	33%	26%	65%	28%	19%	24%	32%	73%
Membership in chapter, branch, or affiliate contingent upon membership in the parent (top-down)	39%	41%	37%	5%	35%	45%	37%	42%	17%
Membership at each level is autonomous from the other level (reciprocal)	26%	23%	32%	30%	35%	34%	34%	22%	7%
No response	4%	3%	5%	0	2%	2%	5%	4%	3%

If membership is contingent, are: **TABLE 15**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	677	463	153	14	47	175	133	264	105
All dues paid to a local, with the local allocating a portion to the parent	34%	31%	37%	79%	38%	20%	33%	26%	76%
All dues paid to the parent, with the parent allocating a portion to the local	44%	47%	38%	7%	36%	54%	44%	49%	13%
All dues paid to each association level	19%	19%	21%	7%	22%	24%	17%	21%	10%
No response	3%	3%	4%	7%	4%	2%	6%	4%	1%

Do you have chapters in other countries? **TABLE 16**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	11%	16%	5%	11%	16%	33%	10%	2%	4%
No	85%	80%	91%	83%	77%	64%	87%	95%	87%
No response	4%	4%	4%	6%	7%	3%	3%	3%	9%

If "yes," are the chapters: **TABLE 17**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	236	154	50	5	27	166	44	14	12
Part of the national association	73%	78%	60%	80%	66%	74%	71%	72%	75%
Separate corporation	23%	19%	32%	20%	30%	23%	27%	14%	8%
No response	4%	3%	8%	0	4%	3%	2%	14%	17%

Does the parent association employ "chapter relations" staff to deal specifically with chapters? **TABLE 18**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Yes	42%	44%	37%	35%	45%	46%	48%	33%	54%
No	57%	55%	62%	65%	52%	54%	51%	66%	44%
No response	1%	1%	1%	0	3%	0	1%	1%	2%

How many employees deal specifically with chapters? **TABLE 19**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	409	278	90	7	34	125	104	117	63
1–4	68%	66%	77%	57%	67%	73%	76%	68%	43%
5–9	8%	9%	3%	43%	6%	9%	11%	8%	4%
10–19	6%	6%	3%	0	12%	6%	6%	4%	6%
20–49	3%	3%	2%	0	0	3%	1%	6%	0
50–99	1%	1%	1%	0	6%	0	0	2%	6%
100 or more	1%	1%	0	0	0	0	0	3%	2%
No response	13%	14%	14%	0	9%	9%	6%	9%	39%
Average	7	8	4	4	8	4	3	10	15

Does your association provide chapter administrative support (on a management fee basis) to your chapters or federated structure? **TABLE 20**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Yes	20%	22%	20%	0	13%	19%	17%	26%	12%
No	78%	76%	78%	100%	84%	81%	82%	72%	83%
No response	2%	2%	2%	0	3%	0	1%	2%	5%

If chapter structure exists, does: **TABLE 21**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Parent files a group tax exemption for all chapters with the IRS	30%	32%	27%	20%	21%	34%	32%	33%	7%
Each chapter files its own tax exemption with the IRS	53%	54%	49%	65%	55%	47%	56%	50%	71%
Other	2%	2%	3%	10%	1%	3%	2%	2%	2%
No response	15%	12%	21%	5%	23%	16%	10%	15%	20%

Are chapters required to adopt a set of bylaws approved by the parent association in order to affiliate with the parent? **TABLE 22**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Yes	68%	74%	55%	55%	62%	71%	69%	62%	74%
No	30%	24%	42%	45%	37%	26%	30%	35%	19%
No response	2%	2%	3%	0	1%	3%	1%	3%	7%

Are chapters required to submit minutes of major meetings to parent for review? **TABLE 23**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Yes	20%	19%	23%	0	25%	23%	22%	20%	10%
No	78%	80%	75%	100%	74%	76%	78%	79%	84%
No response	2%	1%	2%	0	1%	1%	0	1%	6%

Do your bylaws provide for chapter representation on the board of the parent? **TABLE 24**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Yes	51%	49%	54%	75%	48%	36%	45%	66%	48%
No	47%	50%	43%	25%	49%	62%	55%	33%	46%
No response	2%	1%	3%	0	3%	2%	*	1%	6%

* Less than 1%

Are chapters required to file financial reports with the parent? **TABLE 25**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Yes	34%	37%	27%	15%	29%	46%	38%	28%	16%
No	65%	62%	71%	85%	67%	54%	62%	71%	79%
No response	1%	1%	2%	0	4%	*	*	1%	5%

* Less than 1%

Does the parent have established policies regarding the use of logo, copyrights, and chapter operations? **TABLE 26**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	965	625	245	20	75	273	218	358	116
Yes	56%	61%	44%	35%	56%	61%	61%	44%	67%
No	42%	37%	53%	65%	41%	38%	37%	54%	26%
No response	2%	2%	3%	0	3%	1%	2%	2%	7%

LEGAL

The vast majority of associations (85 percent) continue to retain legal counsel, primarily on a job basis (51 percent). It appears that slightly fewer associations are requiring the presence of legal counsel at all board meetings, except in the case of federations and local associations.

In general, more associations are instituting antitrust compliance plans. The number with such plans has doubled in local associations and tripled in federations since 1982.

Does your association retain legal counsel? **TABLE 27**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	85%	84%	87%	74%	83%	88%	91%	81%	82%
No	15%	16%	13%	26%	16%	12%	8%	19%	18%
No response	•	•	•	0	1%	0	1%	•	0

• Less than 1%

If "yes," what legal counsel relationship do you maintain?[1] **TABLE 28**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,800	812	810	35	143	445	410	669	276
Attorney on staff	11%	9%	13%	23%	9%	9%	13%	15%	3%
Hire on a job basis	51%	50%	50%	51%	59%	53%	50%	49%	51%
Retained on an annual basis for all services	22%	21%	22%	20%	20%	22%	24%	21%	17%
Annual retainer with supplement for specific jobs	21%	18%	25%	17%	10%	22%	19%	22%	19%
Use a volunteer from the membership	11%	12%	9%	11%	14%	6%	11%	11%	19%
Other	1%	1%	1%	3%	1%	1%	1%	1%	•
No response	1%	•	•	0	3%	•	1%	1%	•

[1] Percentages add to more than 100% due to multiple answers.

• Less than 1%

Does your association require the presence of legal counsel at all board meetings? **TABLE 29**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	23%	17%	29%	28%	17%	28%	31%	18%	14%
No	76%	81%	70%	66%	81%	71%	68%	80%	83%
No response	1%	2%	1%	6%	2%	1%	1%	2%	3%

Does your association have an antitrust compliance plan? **TABLE 30**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	18%	13%	23%	13%	13%	19%	18%	13%	28%
No	79%	84%	73%	81%	84%	78%	79%	84%	68%
No response	3%	3%	4%	6%	3%	3%	3%	3%	4%

VOLUNTEER OFFICERS, BOARDS, AND COMMITTEES

Since 1987, the average size of a board has increased by 1 member — to 26 members. Federations have the greatest number of board members, with 31 on average, and local associations the fewest, with an average of 21. Overall, the average size of executive committees remained at 7 members.

One new finding is that 46 percent of chief staff executives hold a position on their boards, and, of these, 27 percent can vote.

The recession that began in 1990 appears to have influenced governance policies relating to volunteers. As one example, associations require their full boards to meet less often than in 1987, with the number of boards that meet at least six times each year decreasing to 34 percent.

Another recessionary trend, in that it parallels the 1982 recession, is a dramatic shift in reimbursement of travel-related expenses for all types of meetings. For example, the percentage of associations that paid their chief elected officers' transportation expenses to board meetings jumped from 4 percent in 1982 to 30 percent in 1987, dropping back to 17 percent in 1991. Conversely, the percentage of associations that did not reimburse any of their chief elected officers' travel to board meetings was 22 percent in 1982, 2 percent in 1987, and 19 percent in 1991. Reimbursement policies for other officers, directors, committee chairs, committee members, and spouses followed these same patterns. Since 1987, there was very little change in the percentage of associations (35 percent) that pick up "all" related expenses.

Sixty percent of associations continue to offer only one nominee for each office during elections. All types of associations have moved away from maintaining formal guidelines for election campaign practices; 41 percent of associations had guidelines in 1987, as opposed to 30 percent in 1991.

Although slightly fewer associations are using *president* as the title for the chief elected officer, it is still the overwhelming favorite (75 percent). Individual membership organizations are the most likely to use this title (91 percent), and trade associations are the least likely to use it (70 percent in 1982, 60 percent in 1991).

The most frequently used title for the chief staff executive is *executive director* (up to 53 percent in 1991 from 44 percent in 1982), followed by *executive vice president* (down to 23 percent in 1991 from 29 percent in 1982). The chief staff executive is called *president* in 19 percent of associations. This title is most commonly used in trade associations (34 percent); it is used by 5 percent of individual membership organizations.

Who serves as the official spokesperson for the association differs widely between individual membership organizations and trade associations. In trade associations, the spokesperson is usually the chief staff executive (47 percent versus 15 percent in individual membership organizations). In a third of individual membership organizations, the chief elected officer is the spokesperson, compared with 10 percent in trade associations. However, 50 percent of individual membership organizations use a combination of the chief staff executive and the chief elected officer as the official spokesperson.

How many voting members are on your board of directors? **TABLE 31**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Less than 10	10%	12%	9%	15%	9%	12%	13%	8%	11%
10–19	44%	46%	44%	28%	38%	44%	39%	44%	51%
20–29	23%	20%	24%	28%	29%	24%	20%	24%	23%
30 or more	22%	21%	22%	29%	23%	19%	27%	23%	14%
No response	1%	1%	1%	0	1%	1%	1%	1%	1%
Average	26	26	26	31	27	24	27	28	21

How long is a term of office for a member of your board of directors? **TABLE 32**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
One year	15%	14%	15%	24%	13%	8%	14%	19%	15%
Two years	23%	26%	21%	26%	21%	23%	19%	24%	27%
Three years	40%	37%	45%	23%	40%	44%	42%	38%	39%
Four or more years	4%	5%	3%	4%	5%	6%	6%	3%	2%
Varies	17%	18%	15%	19%	20%	18%	18%	15%	17%
No response	1%	*	1%	4%	1%	1%	1%	1%	*

* Less than 1%

Can a board member succeed himself or herself? **TABLE 33**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	81%	80%	81%	94%	86%	73%	83%	84%	85%
No	17%	19%	17%	4%	13%	26%	16%	14%	14%
No response	2%	1%	2%	2%	1%	1%	1%	2%	1%

How often is the full board required to meet? **TABLE 34**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Once a year	14%	11%	16%	28%	20%	20%	18%	12%	4%
Twice a year	19%	19%	17%	34%	21%	36%	32%	7%	1%
Three times a year	14%	14%	15%	6%	11%	20%	24%	10%	1%
Four times a year	27%	26%	30%	24%	24%	19%	19%	44%	12%
Six times a year	5%	6%	5%	0	4%	1%	2%	9%	6%
Twelve times a year	11%	12%	10%	4%	12%	1%	1%	6%	55%
Other	7%	8%	5%	2%	6%	1%	2%	9%	16%
No response	3%	4%	2%	2%	2%	2%	2%	3%	5%

Do you have ex-officio members on the board of directors? **TABLE 35**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	59%	62%	55%	57%	61%	61%	62%	56%	60%
No	40%	37%	44%	41%	39%	39%	38%	43%	39%
No response	1%	1%	1%	2%	0	*	*	1%	1%

* Less than 1%

If "yes," do ex-officio members have the right to vote on board matters? **TABLE 36**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,251	605	514	27	105	305	279	463	204
Yes	31%	28%	34%	19%	33%	30%	25%	31%	38%
No	68%	70%	64%	81%	66%	68%	74%	67%	61%
No response	1%	2%	2%	0	1%	2%	1%	2%	1%

Who is named as ex-officio?[1] **TABLE 37**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,251	605	514	27	105	305	279	463	204
Chief staff executive	56%	61%	51%	70%	54%	66%	63%	51%	46%
Past chief elected officer	35%	29%	41%	37%	30%	33%	32%	35%	38%
Other past officers	9%	7%	11%	11%	10%	8%	10%	11%	6%
Other	32%	36%	28%	22%	30%	27%	32%	34%	36%
No response	3%	2%	3%	0	5%	2%	2%	4%	2%

[1] Percentages add to more than 100% due to multiple answers.

Does the chief staff executive have a position on the board? **TABLE 38**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	46%	45%	46%	51%	49%	54%	51%	40%	42%
No	53%	54%	54%	47%	49%	45%	48%	59%	57%
No response	1%	1%	*	2%	2%	1%	1%	1%	1%

* Less than 1%

If "yes," does the chief staff executive have the right to vote on board matters? **TABLE 39**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	974	438	427	24	85	274	229	330	141
Yes	27%	18%	37%	29%	27%	32%	32%	25%	19%
No	71%	81%	60%	71%	72%	66%	66%	73%	80%
No response	2%	1%	3%	0	1%	2%	2%	2%	1%

How many members are on the executive committee? **TABLE 40**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
1–4	19%	18%	20%	24%	22%	19%	19%	19%	21%
5	21%	20%	21%	17%	19%	20%	16%	23%	22%
6	14%	15%	13%	15%	14%	14%	13%	14%	15%
7	10%	9%	11%	6%	11%	11%	11%	8%	11%
8	6%	7%	6%	13%	6%	7%	7%	7%	6%
9 or more	23%	23%	22%	23%	25%	21%	27%	23%	17%
No response	7%	8%	7%	2%	3%	8%	7%	6%	8%
Average number	7	7	7	7	7	7	8	7	6

Who is named to the executive committee? **TABLE 41**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Officers	86%	85%	87%	91%	92%	82%	84%	90%	88%
Incoming chief elected officers	27%	28%	26%	26%	28%	27%	30%	29%	20%
Other incoming officers	9%	9%	9%	6%	8%	9%	10%	10%	5%
Past chief elected officers	44%	40%	50%	43%	40%	42%	41%	48%	44%
Chief staff executive	34%	33%	36%	34%	35%	38%	38%	31%	33%
Other	18%	16%	19%	17%	19%	18%	24%	16%	14%
No response	10%	12%	8%	6%	4%	11%	9%	8%	12%

How many standing committees are in operation in your association?

TABLE 42

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
None	1%	*	1%	2%	1%	1%	1%	*	1%
1–4	18%	13%	23%	27%	21%	17%	21%	19%	16%
5–6	17%	14%	17%	15%	21%	16%	18%	17%	14%
7–9	18%	16%	21%	19%	22%	18%	18%	21%	14%
10–14	19%	20%	19%	13%	13%	21%	17%	18%	19%
15 or more	22%	31%	14%	15%	17%	21%	19%	20%	31%
No response	5%	6%	5%	9%	5%	6%	6%	5%	5%
Average number	11	13	9	8	10	12	10	10	12

* Less than 1%

How many ad hoc committees are in operation in your association?

TABLE 43

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
None	3%	3%	3%	0	4%	4%	2%	3%	2%
1	11%	9%	12%	17%	11%	11%	12%	11%	7%
2	17%	16%	19%	19%	14%	15%	14%	20%	18%
3	11%	11%	9%	9%	17%	10%	11%	11%	13%
4	6%	7%	6%	4%	3%	5%	7%	5%	8%
5–9	11%	14%	9%	13%	12%	12%	10%	12%	13%
10–14	5%	6%	3%	4%	5%	6%	5%	4%	5%
15 or more	5%	7%	3%	0	5%	6%	6%	3%	4%
No response	31%	27%	36%	34%	29%	31%	33%	31%	30%
Average number	5	6	5	4	5	6	6	5	5

Which of the following committees operate within your association?[1]

TABLE 44

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Executive committee	85%	82%	87%	89%	90%	84%	85%	87%	82%
Long-range planning	52%	58%	47%	49%	48%	57%	49%	49%	57%
Education	58%	67%	50%	30%	53%	57%	46%	60%	67%
Public relations	46%	57%	38%	21%	38%	39%	37%	50%	61%
Legal	12%	13%	10%	15%	13%	11%	12%	12%	13%
Membership	68%	74%	64%	30%	66%	68%	63%	67%	78%
Nominating	83%	84%	82%	79%	86%	83%	82%	82%	86%
Budget or finance	74%	80%	68%	79%	76%	73%	72%	73%	82%
Awards	37%	49%	22%	36%	51%	49%	33%	33%	32%
Government affairs	57%	56%	61%	38%	50%	40%	43%	72%	66%
Political action committees	30%	32%	29%	30%	20%	8%	17%	44%	44%
International	11%	13%	9%	6%	10%	28%	14%	2%	1%
Publications	29%	45%	13%	13%	30%	41%	29%	25%	24%
Convention or annual meeting	53%	57%	51%	36%	51%	61%	52%	62%	21%
Personnel or human resources	17%	17%	17%	9%	18%	13%	15%	19%	20%
No response	1%	1%	2%	0	2%	2%	2%	1%	1%

[1] Percentages add to more than 100% due to multiple answers.

If your association pays expenses for the chief elected officer, please indicate which expenses are paid.[1] **TABLE 45A**

		Type of Membership				Scope			
Chief Elected Officer	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Annual Meeting									
Travel	15%	21%	10%	30%	10%	13%	16%	16%	15%
Food and lodging	24%	27%	21%	34%	19%	23%	25%	27%	18%
All expenses	35%	43%	27%	32%	35%	33%	35%	35%	37%
No expenses	17%	12%	22%	11%	19%	19%	18%	16%	14%
No response	23%	17%	29%	23%	25%	24%	21%	21%	29%
Board Meeting									
Travel	17%	22%	11%	32%	15%	20%	21%	18%	5%
Food and lodging	20%	23%	18%	34%	18%	25%	22%	21%	9%
All expenses	32%	38%	27%	32%	30%	38%	39%	30%	20%
No expenses	19%	15%	22%	13%	21%	13%	17%	21%	23%
No response	26%	21%	32%	21%	28%	21%	19%	25%	46%
Committee Meeting									
Travel	13%	17%	9%	26%	12%	17%	16%	14%	3%
Food and lodging	15%	17%	13%	28%	12%	19%	15%	16%	7%
All expenses	30%	35%	25%	32%	27%	35%	35%	28%	17%
No expenses	22%	18%	25%	17%	24%	17%	20%	24%	27%
No response	31%	27%	35%	23%	33%	27%	27%	29%	49%

[1] Percentages add to more than 100% due to multiple answers.

If your association pays expenses for the spouse of the chief elected officer, please indicate which expenses are paid.[1] **TABLE 45B**

Spouse of Chief Elected Officer	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Annual Meeting									
Travel	7%	8%	6%	6%	2%	7%	6%	6%	9%
Food and lodging	14%	14%	15%	10%	8%	13%	13%	15%	13%
All expenses	13%	13%	13%	13%	13%	13%	12%	15%	11%
No expenses	42%	46%	36%	49%	47%	43%	47%	40%	36%
No response	31%	27%	35%	28%	32%	30%	27%	29%	40%
Board Meeting									
Travel	3%	4%	4%	2%	2%	7%	4%	2%	1%
Food and lodging	6%	6%	8%	4%	3%	10%	8%	5%	3%
All expenses	8%	7%	8%	13%	6%	10%	8%	8%	4%
No expenses	49%	53%	43%	55%	52%	47%	53%	51%	40%
No response	37%	33%	41%	28%	39%	31%	31%	36%	53%
Committee Meeting									
Travel	2%	2%	2%	0	1%	3%	2%	1%	*
Food and lodging	3%	3%	4%	2%	1%	4%	4%	3%	2%
All expenses	5%	5%	5%	11%	4%	6%	5%	6%	3%
No expenses	51%	55%	47%	55%	54%	51%	56%	53%	40%
No response	40%	36%	44%	32%	41%	38%	35%	38%	54%

[1] Percentages add to more than 100% due to multiple answers.

* Less than 1%

If your association pays expenses for other officers, please indicate which expenses are paid.[1]

TABLE 45C

		Type of Membership				Scope			
Other Officers	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Annual Meeting									
Travel	15%	22%	8%	26%	8%	14%	17%	14%	15%
Food and lodging	17%	24%	10%	27%	14%	17%	18%	16%	18%
All expenses	17%	23%	11%	26%	16%	17%	25%	14%	13%
No expenses	32%	25%	39%	21%	35%	34%	30%	35%	26%
No response	31%	25%	38%	26%	34%	30%	25%	32%	42%
Board Meeting									
Travel	20%	26%	13%	28%	15%	25%	24%	20%	5%
Food and lodging	20%	26%	15%	30%	20%	24%	22%	22%	10%
All expenses	20%	25%	15%	28%	17%	24%	30%	17%	8%
No expenses	26%	21%	31%	19%	28%	23%	22%	29%	29%
No response	30%	24%	36%	23%	33%	25%	22%	29%	51%
Committee Meeting									
Travel	15%	20%	10%	21%	10%	19%	17%	15%	3%
Food and lodging	15%	19%	12%	21%	13%	19%	16%	16%	7%
All expenses	18%	22%	13%	26%	16%	22%	26%	15%	6%
No expenses	30%	26%	34%	21%	32%	26%	26%	33%	33%
No response	35%	30%	40%	30%	38%	31%	29%	33%	53%

[1] Percentages add to more than 100% due to multiple answers.

If your association pays expenses for spouses of other officers, please indicate which expenses are paid.[1]

TABLE 45D

Spouses of Other Officers	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Annual Meeting									
Travel	3%	4%	2%	0	1%	4%	3%	2%	4%
Food and lodging	5%	6%	4%	2%	2%	5%	6%	3%	5%
All expenses	4%	4%	4%	4%	2%	3%	5%	5%	3%
No expenses	54%	58%	50%	60%	58%	57%	57%	56%	44%
No response	36%	32%	41%	34%	37%	35%	31%	36%	48%
Board Meeting									
Travel	2%	2%	2%	0	1%	4%	2%	1%	*
Food and lodging	4%	4%	4%	0	2%	5%	5%	2%	1%
All expenses	3%	2%	3%	4%	1%	3%	3%	3%	1%
No expenses	55%	59%	51%	64%	55%	57%	59%	58%	42%
No response	38%	35%	42%	32%	41%	35%	32%	37%	55%
Committee Meeting									
Travel	1%	1%	1%	0	0	2%	1%	*	*
Food and lodging	2%	1%	2%	2%	1%	2%	3%	1%	1%
All expenses	2%	2%	1%	2%	1%	1%	2%	2%	1%
No expenses	56%	60%	52%	64%	56%	59%	61%	59%	41%
No response	40%	37%	44%	32%	42%	38%	34%	38%	57%

[1] Percentages add to more than 100% due to multiple answers.

* Less than 1%

If your association pays expenses for directors, please indicate which expenses are paid.[1]

TABLE 45E

		Type of Membership				Scope			
Directors	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Annual Meeting									
Travel	12%	18%	7%	16%	9%	13%	14%	12%	11%
Food and lodging	13%	19%	8%	16%	11%	16%	15%	11%	12%
All expenses	22%	28%	14%	28%	25%	24%	28%	21%	10%
No expenses	31%	25%	38%	26%	31%	31%	28%	34%	30%
No response	32%	27%	38%	30%	33%	29%	27%	31%	46%
Board Meeting									
Travel	16%	21%	12%	21%	13%	19%	18%	17%	6%
Food and lodging	16%	19%	13%	21%	14%	20%	17%	17%	7%
All expenses	24%	29%	18%	30%	27%	30%	32%	23%	7%
No expenses	26%	22%	30%	21%	26%	22%	22%	28%	32%
No response	31%	27%	35%	28%	32%	26%	26%	29%	52%
Committee Meeting									
Travel	12%	15%	9%	14%	8%	14%	13%	13%	4%
Food and lodging	12%	14%	10%	14%	8%	14%	12%	13%	6%
All expenses	22%	26%	16%	30%	23%	26%	28%	21%	6%
No expenses	30%	26%	34%	26%	31%	28%	27%	31%	33%
No response	35%	31%	39%	30%	38%	31%	31%	32%	54%

[1] Percentages add to more than 100% due to multiple answers.

If your association pays expenses for committee chairs, please indicate which expenses are paid.[1]

TABLE 45F

		Type of Membership				Scope			
Committee Chairs	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Annual Meeting									
Travel	8%	11%	4%	19%	6%	9%	10%	7%	4%
Food and lodging	8%	12%	5%	19%	8%	10%	10%	8%	6%
All expenses	6%	9%	3%	19%	5%	8%	10%	5%	2%
No expenses	46%	43%	49%	30%	49%	46%	46%	48%	42%
No response	38%	34%	42%	32%	38%	35%	32%	37%	49%
Board Meeting									
Travel	10%	14%	6%	19%	7%	11%	13%	11%	2%
Food and lodging	10%	12%	8%	19%	9%	12%	12%	10%	5%
All expenses	9%	12%	6%	15%	7%	12%	13%	8%	1%
No expenses	41%	39%	44%	30%	42%	40%	41%	42%	40%
No response	38%	34%	41%	36%	41%	35%	33%	36%	53%
Committee Meeting									
Travel	14%	19%	9%	25%	9%	17%	16%	16%	2%
Food and lodging	14%	17%	11%	19%	13%	18%	15%	15%	6%
All expenses	12%	15%	9%	23%	11%	15%	20%	11%	2%
No expenses	36%	34%	39%	26%	38%	34%	35%	38%	39%
No response	34%	30%	39%	26%	38%	32%	29%	32%	52%

[1] Percentages add to more than 100% due to multiple answers.

If your association pays expenses for committee members, please indicate which expenses are paid.[1] **TABLE 45G**

Committee Members	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Annual Meeting									
Travel	6%	8%	3%	11%	4%	7%	8%	5%	3%
Food and lodging	6%	8%	3%	13%	6%	7%	8%	5%	4%
All expenses	5%	7%	2%	11%	5%	6%	8%	4%	1%
No expenses	49%	48%	51%	40%	50%	50%	51%	51%	44%
No response	39%	36%	42%	36%	39%	37%	33%	39%	50%
Board Meeting									
Travel	7%	9%	5%	11%	5%	9%	9%	7%	1%
Food and lodging	7%	9%	6%	11%	8%	8%	8%	7%	5%
All expenses	6%	8%	4%	11%	6%	8%	10%	5%	1%
No expenses	46%	45%	47%	40%	45%	45%	47%	47%	41%
No response	39%	37%	42%	38%	40%	36%	33%	39%	53%
Committee Meeting									
Travel	13%	18%	9%	21%	7%	16%	15%	15%	1%
Food and lodging	13%	16%	10%	17%	11%	15%	14%	14%	5%
All expenses	12%	14%	9%	21%	11%	15%	18%	10%	1%
No expenses	38%	36%	40%	30%	40%	35%	37%	39%	41%
No response	35%	30%	39%	28%	38%	32%	29%	32%	53%

[1] Percentages add to more than 100% due to multiple answers.

What is the title of the chief elected officer of your association? **TABLE 46**

	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
President	75%	91%	60%	66%	72%	71%	70%	78%	82%
Chairman of the board	24%	8%	39%	32%	26%	28%	29%	21%	16%
Other	1%	1%	*	2%	1%	1%	1%	*	1%
No response	*	*	1%	0	1%	*	*	1%	1%

* Less than 1%

Is there more than one nominee for each office during your association elections?

TABLE 47

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	38%	54%	21%	40%	37%	42%	38%	36%	36%
No	60%	44%	77%	60%	61%	56%	60%	62%	63%
No response	2%	2%	2%	0	2%	2%	2%	2%	1%

If "yes," do you have formal guidelines for campaign practices in association elections?

TABLE 48

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	803	527	194	19	63	212	173	298	120
Yes	30%	34%	20%	21%	37%	36%	31%	30%	22%
No	68%	64%	78%	74%	60%	62%	65%	69%	76%
No response	2%	2%	2%	5%	3%	2%	4%	1%	2%

Do you have a president-elect or chair-elect?

TABLE 49

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	59%	72%	48%	38%	57%	58%	50%	63%	66%
No	40%	28%	51%	60%	42%	42%	48%	37%	34%
No response	1%	*	1%	2%	1%	*	2%	*	*

* Less than 1%

Do you have a past chair's or past president's council? **TABLE 50**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	33%	35%	32%	21%	33%	38%	28%	34%	31%
No	65%	64%	67%	75%	65%	61%	70%	65%	67%
No response	2%	1%	1%	4%	2%	1%	2%	1%	2%

What is the title of the chief staff executive of your association? **TABLE 51**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
President	19%	5%	34%	24%	18%	21%	25%	17%	14%
Executive vice president	23%	22%	24%	30%	22%	18%	19%	22%	40%
Executive director	53%	66%	39%	38%	57%	54%	52%	57%	42%
Executive secretary	1%	2%	1%	2%	1%	3%	1%	1%	*
Managing director	2%	2%	1%	0	1%	2%	1%	2%	2%
Other	1%	2%	*	2%	1%	1%	1%	1%	1%
No response	1%	1%	1%	4%	0	1%	1%	*	1%

* Less than 1%

Who is the official spokesperson for your association? **TABLE 52**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Chief staff executive	31%	15%	47%	28%	34%	30%	32%	34%	22%
Chief elected officer	21%	33%	10%	13%	16%	24%	19%	17%	31%
Combination	46%	50%	42%	57%	49%	45%	47%	48%	46%
Other	1%	1%	*	0	1%	1%	1%	*	*
No response	1%	1%	1%	2%	0	*	1%	1%	1%

* Less than 1%

Do you have a code of ethics governing your industry or profession? **TABLE 53**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	57%	72%	43%	43%	49%	48%	46%	59%	79%
No	42%	27%	55%	51%	50%	50%	52%	40%	21%
No response	1%	1%	2%	6%	1%	2%	2%	1%	*

* Less than 1%

Do you have a method to enforce the code of ethics? **TABLE 54**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,204	701	399	20	84	245	209	484	266
Yes	61%	73%	42%	45%	51%	56%	50%	59%	75%
No	38%	26%	56%	55%	48%	42%	48%	40%	24%
No response	1%	1%	2%	0	1%	2%	2%	1%	1%

FINANCES AND FISCAL MANAGEMENT

The amount of annual operating income that associations maintain in liquid reserve has risen 10 percent since 1987 to 46 percent. The goal that associations set to maintain in reserve has increased 22 percent, to 56 percent of income in 1991.

More associations (42 percent) are establishing formal investment policies for association funds, up 27 percent since 1987. The vehicles in which associations invest have changed substantially since 1982, indicating more sophisticated approaches to financial management. Federally insured CDs are the most commonly used investment vehicles (79 percent), followed by U.S. Treasury securities (59 percent). New tables detail how associations allocate these investment dollars.

Although the chief staff executive continues to have the primary authority to invest association funds (69 percent), there has been a significant shift in the percentage of associations that have delegated authority to the controller or chief financial officer (14 percent in 1982, 16 percent in 1987, and 31 percent in 1991). This trend may be a reflection of the increasing complexity of association investment planning.

For the first time, we queried associations about financial statements provided to the leadership and about the organization's fiscal year. We now know that 96 percent of associations provide interim financial reports to their leadership — most often on a monthly basis (59 percent) or a quarterly basis (29 percent). More than half (52 percent) of associations begin their fiscal year in January; another 21 percent begin it in July.

New to this edition are data on who has final approval over the budget: In 84 percent of associations, it is the board of directors. Also reported for the first time is the percentage of associations using a local or regional independent auditor (75 percent), rather than a national auditor (24 percent). Federations are twice as likely to use a national auditor.

Information on the use of centralized purchasing and the acceptance of credit cards was also collected for the first time. Forty-four percent of associations have centralized purchasing functions. Forty-eight percent of associations accept payment by credit card. Credit card payments are most commonly accepted by individual membership organizations (62 percent). Payments by credit card are most common for convention registrations (84 percent), education seminars (77 percent), dues (71 percent), and publications (62 percent).

What percentage of your annual operating income do you maintain in liquid reserve? **TABLE 55**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
0–24%	35%	35%	34%	51%	40%	34%	39%	35%	34%
25–49%	23%	26%	22%	15%	21%	24%	21%	23%	27%
50–74%	16%	15%	16%	9%	12%	16%	15%	15%	15%
75–99%	7%	6%	8%	8%	5%	7%	6%	7%	7%
100% or more	11%	8%	14%	11%	13%	9%	10%	13%	10%
No response	8%	10%	6%	6%	9%	10%	9%	7%	7%
Average % in liquid reserve	46%	43%	49%	40%	45%	45%	43%	48%	45%
Median % in liquid reserve	35%	34%	39%	22%	31%	36%	31%	37%	36%

What percentage of income do you aim to maintain in reserve? **TABLE 56**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
0–24%	22%	21%	22%	32%	27%	20%	25%	23%	21%
25–49%	19%	21%	17%	17%	19%	20%	16%	19%	22%
50–74%	23%	24%	23%	13%	17%	27%	22%	21%	21%
75–99%	4%	3%	4%	8%	5%	2%	5%	4%	3%
100% or more	16%	13%	19%	13%	16%	15%	13%	18%	18%
No response	16%	18%	15%	17%	15%	16%	19%	15%	15%
Average % targeted	56%	54%	59%	49%	53%	57%	53%	57%	58%
Median % targeted	50%	48%	53%	38%	43%	52%	49%	50%	49%

Do you have a formal investment policy for association funds? **TABLE 57**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	42%	46%	38%	43%	42%	51%	47%	37%	34%
No	56%	52%	61%	53%	56%	47%	51%	62%	65%
No response	2%	2%	1%	4%	2%	2%	2%	1%	1%

If "yes," what types of investments are allowed by the policy?[1] **TABLE 58**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	885	443	350	20	72	257	211	302	115
U.S. Treasuries	59%	61%	55%	60%	63%	63%	65%	55%	47%
Federally insured CDs	79%	78%	79%	55%	88%	77%	73%	82%	85%
Equities	20%	26%	11%	20%	26%	28%	24%	15%	11%
Corporate bonds	23%	28%	16%	20%	25%	29%	28%	17%	15%
Other	18%	18%	18%	20%	22%	15%	22%	21%	11%
No response	9%	10%	9%	20%	3%	9%	10%	9%	7%

[1] Percentages add to more than 100% due to multiple answers.

What percentage of investments are allowed for U.S. Treasuries? **TABLE 59A**

		Type of Membership				Scope			
U.S. Treasuries	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	519	271	191	12	45	162	136	167	54
0–24%	5%	4%	4%	8%	7%	3%	8%	4%	4%
25–49%	9%	10%	8%	0	9%	11%	9%	7%	9%
50–74%	7%	7%	8%	17%	4%	7%	7%	7%	7%
75–100%	7%	8%	7%	17%	6%	6%	8%	8%	8%
No response	72%	71%	73%	58%	74%	73%	68%	74%	72%
Average % allowed	54%	54%	55%	67%	48%	54%	52%	57%	54%
Median % allowed	51%	50%	52%	68%	43%	50%	47%	56%	52%

What percentage of investments are allowed for federally insured CDs? **TABLE 59B**

		Type of Membership				Scope			
Federally insured CDs	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	696	346	276	11	63	197	154	247	98
0–24%	4%	4%	4%	0	5%	4%	5%	5%	2%
25–49%	6%	8%	5%	0	5%	5%	6%	6%	7%
50–74%	5%	3%	6%	0	5%	4%	5%	6%	3%
75–100%	20%	16%	23%	36%	23%	19%	16%	21%	25%
No response	65%	69%	62%	64%	62%	68%	68%	62%	63%
Average % allowed	72%	67%	76%	98%	75%	74%	69%	70%	78%
Median % allowed	94%	75%	100%	99%	100%	100%	82%	84%	100%

What percentage of investments are allowed for equities? **TABLE 59C**

		Type of Membership				Scope			
Equities	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	179	117	39	4	19	71	51	44	13
0–24%	12%	10%	23%	0	5%	7%	10%	18%	23%
25–49%	23%	23%	26%	50%	11%	24%	25%	20%	15%
50–74%	20%	21%	13%	0	32%	28%	20%	14%	0
75–100%	1%	1%	0	0	0	1%	0	0	0
No response	44%	45%	38%	50%	52%	40%	45%	48%	62%
Average % allowed	41%	43%	33%	37%	51%	47%	41%	35%	22%
Median % allowed	41%	43%	32%	37%	55%	48%	41%	34%	13%

What percentage of investments are allowed for corporate bonds? **TABLE 59D**

		Type of Membership				Scope			
Corporate bonds	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	201	123	56	4	18	74	60	50	17
0–24%	8%	10%	9%	0	0	3%	10%	16%	6%
25–49%	20%	20%	16%	25%	28%	26%	20%	14%	12%
50–74%	5%	5%	5%	0	0	7%	2%	4%	6%
75–100%	1%	0	4%	0	0	1%	0	0	6%
No response	66%	65%	66%	75%	72%	63%	68%	66%	70%
Average % allowed	36%	34%	40%	37%	37%	42%	30%	28%	46%
Median % allowed	35%	34%	37%	37%	37%	39%	31%	26%	43%

What percentage of investments are allowed for "other" investments? **TABLE 59E**

		Type of Membership				Scope			
Other	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	160	78	62	4	16	39	46	62	13
0–24%	17%	19%	13%	25%	25%	13%	24%	15%	23%
25–49%	15%	22%	8%	0	13%	20%	6%	16%	23%
50–74%	6%	5%	8%	25%	0	3%	9%	8%	0
75–100%	12%	6%	19%	0	6%	8%	9%	14%	15%
No response	50%	48%	52%	50%	56%	56%	52%	47%	39%
Average % allowed	45%	37%	60%	37%	32%	41%	41%	50%	43%
Median % allowed	37%	32%	59%	24%	13%	35%	24%	43%	32%

Who in your association has the authority to invest association funds?[1] **TABLE 60**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Chief staff executive	69%	64%	74%	64%	67%	72%	68%	71%	60%
Board of directors	30%	32%	27%	30%	31%	26%	26%	29%	44%
Controller or chief financial officer	31%	33%	30%	38%	30%	37%	40%	27%	21%
Finance committee	21%	25%	17%	19%	16%	21%	19%	18%	28%
Other	7%	8%	6%	0	6%	6%	8%	8%	6%
No response	3%	3%	4%	4%	6%	3%	4%	4%	4%

[1] Percentages add to more than 100% due to multiple answers.

Do you provide interim financial statements to your leadership? **TABLE 61**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	96%	95%	96%	94%	96%	95%	96%	97%	95%
No	3%	4%	3%	4%	2%	4%	3%	2%	5%
No response	1%	1%	1%	2%	2%	1%	1%	1%	*

* Less than 1%

If "yes," how often? **TABLE 62**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,029	925	895	44	165	481	431	796	321
Monthly	59%	60%	57%	52%	59%	51%	54%	58%	80%
Quarterly	28%	28%	29%	30%	23%	34%	32%	28%	11%
3 times a year	1%	1%	2%	2%	2%	2%	2%	1%	0
Semi-annually	3%	2%	4%	2%	4%	6%	4%	2%	1%
Other	5%	6%	4%	7%	4%	3%	3%	7%	4%
No response	4%	3%	4%	7%	8%	4%	5%	4%	4%

In what month does your fiscal year begin? **TABLE 63**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
July	21%	24%	19%	21%	23%	21%	22%	23%	18%
January	52%	49%	56%	47%	51%	50%	49%	51%	63%
Other	26%	26%	24%	30%	25%	28%	28%	25%	18%
No response	1%	1%	1%	2%	1%	1%	1%	1%	1%

Do you require countersignature by a volunteer officer on checks over a certain amount? **TABLE 64**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	46%	46%	45%	45%	52%	36%	36%	47%	73%
No	53%	52%	54%	55%	47%	62%	62%	52%	26%
No response	1%	2%	1%	0	1%	2%	2%	1%	1%

If "yes," over what amount requires countersignature? **TABLE 65**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	976	449	417	21	89	183	165	383	245
Less than $1,000	15%	16%	15%	28%	11%	5%	13%	17%	22%
$1,000–2,499	17%	19%	15%	19%	12%	18%	18%	18%	13%
$2,500–4,999	7%	7%	7%	0	7%	10%	9%	6%	3%
$5,000–9,999	13%	14%	13%	10%	14%	17%	27%	9%	8%
$10,000 or more	11%	9%	11%	24%	6%	27%	14%	6%	3%
All checks	34%	32%	36%	19%	42%	20%	17%	40%	47%
No response	3%	3%	3%	0	8%	3%	2%	4%	4%
Average (in thousands)	$4.2	$4.5	$4.2	$6.0	$2.9	$9.6	$7.0	$2.4	$1.3

Who has final approval over the budget? **TABLE 66**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Budget or finance committee	2%	2%	2%	2%	2%	2%	2%	2%	1%
Executive committee	7%	6%	8%	11%	8%	7%	9%	8%	3%
Board of directors	84%	83%	86%	81%	85%	86%	84%	81%	91%
Other	5%	7%	2%	4%	3%	2%	3%	7%	4%
No response	2%	2%	2%	2%	2%	3%	2%	2%	1%

During the past three years, has your association been audited by the IRS? **TABLE 67**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	19%	20%	17%	19%	20%	14%	13%	23%	20%
No	80%	79%	82%	81%	78%	84%	85%	76%	79%
No response	1%	1%	1%	0	2%	2%	2%	1%	1%

If "yes," what were the points at issue?[1] **TABLE 68**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	391	191	157	9	34	71	60	192	68
Periodical advertising income	42%	45%	38%	33%	50%	49%	45%	45%	24%
Supplier membership income	2%	2%	3%	0	0	0	0	4%	0
Trade show income	6%	6%	6%	0	3%	3%	7%	9%	0
Insurance income	11%	6%	18%	11%	9%	4%	7%	17%	6%
Mailing labels	7%	12%	2%	0	9%	13%	12%	5%	4%
Foreign conventions	*	0	0	0	3%	0	0	1%	0
Subsidiary corporations or foundations	10%	8%	11%	22%	9%	10%	15%	7%	13%
Routine/general audit	4%	3%	6%	0	0	3%	3%	3%	9%
1099s	5%	3%	6%	11%	3%	4%	5%	6%	0
UBIT	3%	4%	2%	11%	0	4%	2%	2%	7%
Nondues income	6%	7%	4%	11%	9%	0	3%	6%	15%
Other	13%	15%	11%	0	15%	10%	13%	14%	15%
No response	23%	24%	20%	44%	29%	28%	27%	19%	28%

[1] Percentages add to more than 100% due to multiple answers.

* Less than 1%

Are your association's financial records audited annually? **TABLE 69**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	86%	85%	87%	89%	88%	90%	90%	84%	81%
No	13%	14%	12%	11%	11%	8%	9%	15%	18%
No response	1%	1%	1%	0	1%	2%	1%	1%	1%

If "yes," is the independent auditor: **TABLE 70**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,826	826	807	42	151	457	404	691	274
Local or regional	75%	77%	73%	55%	72%	68%	65%	82%	81%
National (or local office of a national company)	24%	22%	26%	43%	26%	31%	34%	17%	18%
No response	1%	1%	1%	2%	2%	1%	1%	1%	1%

Do you provide an annual report or financial statement to members? **TABLE 71**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	72%	75%	68%	92%	73%	79%	76%	71%	59%
No	27%	24%	31%	6%	25%	20%	22%	28%	40%
No response	1%	1%	1%	2%	2%	1%	2%	1%	1%

What method of accounting do you use? **TABLE 72**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Cash	26%	27%	26%	17%	22%	21%	16%	33%	30%
Accrual	44%	45%	44%	53%	37%	52%	56%	37%	35%
Combination	28%	26%	29%	26%	38%	25%	26%	28%	33%
Other	*	0	*	2%	1%	0	*	*	0
No response	2%	2%	1%	2%	2%	2%	2%	2%	2%

* Less than 1%

Does your association use a lockbox as an accounting control and to speed deposit of funds? **TABLE 73**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	15%	20%	9%	17%	12%	21%	23%	9%	8%
No	83%	78%	89%	81%	85%	77%	75%	89%	90%
No response	2%	2%	2%	2%	3%	2%	2%	2%	2%

Does your association have a centralized purchasing function? **TABLE 74**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	44%	47%	42%	32%	48%	50%	46%	40%	43%
No	54%	51%	56%	66%	50%	48%	52%	58%	54%
No response	2%	2%	2%	2%	2%	2%	2%	2%	3%

Are credit cards accepted for payment? **TABLE 75**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	48%	62%	34%	30%	52%	62%	53%	39%	43%
No	51%	37%	65%	70%	46%	36%	46%	60%	56%
No response	1%	1%	1%	0	2%	2%	1%	1%	1%

If "yes," for which association activities?[1] **TABLE 76**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,020	599	317	14	90	316	238	322	144
Dues payments	71%	78%	60%	29%	66%	72%	67%	66%	85%
Meeting registrations	84%	82%	86%	86%	87%	91%	82%	83%	73%
Education seminars	77%	76%	78%	71%	82%	78%	70%	79%	81%
Publications	62%	59%	67%	79%	60%	75%	79%	47%	35%
Other	16%	19%	10%	7%	17%	16%	17%	14%	19%
No response	1%	1%	1%	0	1%	1%	1%	1%	1%

[1] Percentages add to more than 100% due to multiple answers.

HUMAN RESOURCES

Since 1987, associations have been reducing leave — sick and vacation — for new hires. The amount of vacation or annual leave for new employees in their first year of service was cut to 4 days in 1991, from 9 days in 1987. The amount of sick leave for new hires was also halved — to 5 days — in the first year. For other staff, however, the amount of annual and sick leave remained constant.

For all employees, except new hires, the maximum accruable for vacation or annual leave decreased by 35 percent on average since 1987 and for sick leave by 63 percent. For new hires the maximum accruable for annual leave was cut by approximately 75 percent, and for sick leave by 81 percent.

Since 1987, approximately 15 percent more associations are allowing sick and annual leave to be used during maternity leave, and 25 percent more associations are maintaining insurance benefits for their employees on maternity leave. For the first time, we asked about salary continuance during maternity leave and found that 13 percent of associations pay salary during part of the leave period and 7 percent during the entire leave period.

We asked about paternity leave for the first time, finding that 13 percent of associations grant it. Of these, 77 percent apply the same conditions to paternity as to maternity leave.

Insurance Coverage

Since 1987, there was a slight increase in the percentage of associations that do not offer their employees life and health insurance, disability income, and accidental death and dismemberment coverage. Surprisingly, the percentage of associations that do not offer membership in a health maintenance organization (HMO) increased an average of 8 percentage points, to 37 percent.

For health insurance coverage, the percentage of associations paying the total premium for staff increased in 1987 and decreased in 1991 to levels slightly lower than those in 1982. The only exception occurs in local associations: The percent that pay total premiums for staff has grown 14 percent since 1982.

The percentage of associations paying total health insurance premiums for staff and dependents has steadily decreased since 1982, from 32 percent to 18 percent. The percentage of associations paying partial premiums (9 percent) or not offering health insurance for staff and dependents (8 percent) has increased. Virtually no associations require employees to pay the full premium for health insurance.

Unlike health insurance coverage, the percentage of associations offering staff dental coverage and paying full and partial premiums has steadily increased by 71 percent since 1982, to 29 percent.

There is a larger percentage of associations not offering staff accidental death and dismemberment insurance (up 46 percent) and professional liability insurance (up 36 percent) since 1987.

Overall, there is an increase in the percentage of associations that offer and pay for other types of employee fringe benefits. The biggest increases are in associations paying for outside (67 percent) and in-house educational seminars (31 percent), up 14 percent and 41 percent, respectively. The exception is the big drop in the percentage of associations providing travel insurance to staff while on association business (51 percent in 1987 to 33 percent in 1991).

New to the study this year: 7 percent of associations offer 403(b) plans; 6 percent offer employee assistance programs; 10 percent allow staff to participate in cafeteria benefit plans; and 12 percent offer a Section 125 plan for expenses such as uncovered medical costs and daycare.

Travel Reimbursement

Information on association staff travel policies is new to this study. We found that, on average, 30 percent of associations do not set per diem rates for staff travel. Of those that do, 57 percent set rates for transportation, 30 percent for food, and 25 percent for hotel expenses.

Employee Separation

As in 1981, the economic recession has reduced staff turnover. Average turnover was 13 percent in 1981, 24 percent in 1986, and back down to 14 percent in 1990.

The chief staff executive is likely to have authority to hire and fire staff (68 percent in 1987 and 92 percent in 1991).

There has been a growing trend since 1982 to institute a formal policy governing severance pay (42 percent of associations had a policy in 1982, 52 percent in 1987, and 58 percent in 1991). Of those with severance policies, many are moving toward payment based on job tenure or position, instead of payment for a set number of weeks.

Other Policies

For the first time, we asked about office smoking policies and found that 72 percent of associations restrict smoking in the office.

Do you have a full-time human resources or personnel director on staff?

TABLE 77

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	9%	11%	6%	19%	10%	12%	13%	5%	5%
No	89%	87%	91%	79%	87%	83%	84%	93%	94%
No response	2%	2%	3%	2%	3%	5%	3%	2%	1%

As a policy, how many hours do you expect full-time personnel to work per week?

TABLE 78

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
35 hours	22%	22%	22%	28%	16%	24%	29%	17%	19%
37 1/2 hours	30%	31%	28%	38%	28%	30%	32%	28%	32%
40 hours	42%	41%	44%	26%	49%	38%	33%	49%	46%
Other	2%	2%	2%	2%	2%	2%	1%	2%	2%
No response	4%	4%	4%	6%	5%	6%	5%	4%	1%

How many paid holidays are provided each year to your association staff?

TABLE 79

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
1–5	2%	2%	2%	2%	3%	1%	1%	3%	3%
6	6%	5%	9%	9%	2%	5%	4%	8%	7%
7	10%	9%	12%	9%	7%	8%	7%	13%	11%
8	12%	11%	15%	4%	11%	10%	9%	14%	16%
9	15%	14%	15%	15%	15%	14%	15%	14%	16%
10	22%	23%	19%	17%	26%	25%	25%	17%	23%
11	12%	12%	11%	15%	12%	13%	16%	10%	8%
12	8%	9%	6%	12%	9%	10%	9%	7%	6%
More than 12	5%	6%	4%	2%	4%	5%	5%	5%	4%
No response	8%	9%	7%	15%	11%	9%	9%	9%	6%
Average number of days	9	10	9	9	10	10	10	9	9

How much vacation or annual leave is provided to staff? **TABLE 80A**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number reporting	1,638	768	713	35	122	386	360	621	271
Average days	4	4	4	4	4	4	5	4	2
1–3 Years of Service									
Number reporting	1,689	781	745	36	127	399	368	639	283
Average days	11	11	10	11	11	11	11	10	10
4–5 Years of Service									
Number reporting	1,652	771	721	35	125	395	360	620	277
Average days	13	13	12	13	13	13	14	12	12
6–10 Years of Service									
Number reporting	1,626	758	712	35	121	385	356	607	278
Average days	16	16	15	16	15	16	17	15	15
11–19 Years of Service									
Number reporting	1,585	744	690	34	117	379	342	596	268
Average days	18	18	18	18	17	18	19	18	17
20–24 Years of Service									
Number reporting	1,571	737	684	33	117	379	340	585	267
Average days	19	19	19	19	18	19	20	19	18
More than 24 Years of Service									
Number reporting	1,562	733	682	33	114	377	338	583	264
Average days	19	20	19	19	18	20	20	19	18

What is the maximum accruable vacation or annual leave? **TABLE 80B**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number reporting	1,373	652	593	32	96	342	308	499	224
Average days	5	6	4	6	6	6	7	5	4
1–3 Years of Service									
Number reporting	1,405	665	612	32	96	347	309	515	234
Average days	11	13	10	11	13	12	14	11	9
4–5 Years of Service									
Number reporting	1,382	660	598	31	93	345	303	504	230
Average days	13	14	11	12	14	13	15	13	10
6–10 Years of Service									
Number reporting	1,371	652	597	31	91	341	300	500	230
Average days	15	16	13	14	15	15	17	14	11
11–19 Years of Service									
Number reporting	1,356	641	593	31	91	338	294	497	227
Average days	16	17	14	15	17	16	18	16	13
20–24 Years of Service									
Number reporting	1,346	637	589	30	90	338	293	488	227
Average days	16	17	14	15	17	16	18	16	13
More than 24 Years of Service									
Number reporting	1,343	636	589	30	88	338	292	488	225
Average days	16	18	15	15	17	16	18	16	13

How much sick leave is provided to staff? **TABLE 80C**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number reporting	1,271	633	504	31	103	302	275	480	214
Average days	5	5	5	5	5	5	6	5	4
1–3 Years of Service									
Number reporting	1,298	641	524	31	102	306	279	490	223
Average days	10	10	9	11	11	10	10	10	9
4–5 Years of Service									
Number reporting	1,268	629	508	30	101	303	273	476	216
Average days	10	10	10	11	11	10	10	10	9
6–10 Years of Service									
Number reporting	1,258	621	506	31	100	300	271	472	215
Average days	10	10	10	11	11	11	10	10	9
11–19 Years of Service									
Number reporting	1,243	617	498	30	98	298	267	467	211
Average days	10	11	10	12	11	11	11	11	9
20–24 Years of Service									
Number reporting	1,238	614	497	30	97	297	266	465	210
Average days	10	11	10	12	11	11	11	11	10
More than 24 Years of Service									
Number reporting	1,235	611	497	30	97	297	265	463	210
Average days	10	11	10	12	11	11	11	11	10
Granted on as-needed basis	19%	14%	24%	11%	16%	16%	19%	19%	19%

What is the maximum accruable sick leave? **TABLE 80D**

	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number reporting	1,390	626	631	29	104	322	287	531	250
Average days	6	7	5	8	9	6	7	7	5
% reporting unlimited accruable leave	7%	8%	5%	9%	9%	8%	10%	7%	3%
1–3 Years of Service									
Number reporting	1,367	609	630	29	99	305	281	528	253
Average days	12	13	10	15	14	12	12	12	11
% reporting unlimited accruable leave	9%	10%	7%	9%	11%	12%	12%	8%	4%
4–5 Years of Service									
Number reporting	1,353	603	624	29	97	304	277	519	253
Average days	13	14	10	16	14	13	12	13	12
% reporting unlimited accruable leave	9%	10%	7%	9%	12%	11%	12%	8%	4%
6–10 Years of Service									
Number reporting	1,347	599	622	29	97	305	275	516	251
Average days	13	15	11	16	15	13	13	13	12
% reporting unlimited accruable leave	9%	11%	7%	9%	12%	11%	12%	8%	4%
11–19 Years of Service									
Number reporting	1,344	599	622	29	94	305	274	517	248
Average days	13	15	11	17	15	13	13	14	12
% reporting unlimited accruable leave	9%	10%	7%	9%	12%	11%	12%	8%	4%
20–24 Years of Service									
Number reporting	1,341	598	621	29	93	304	274	515	248
Average days	13	15	11	18	15	13	13	14	12
% reporting unlimited accruable leave	9%	10%	7%	9%	12%	11%	12%	8%	4%
More than 24 Years of Service									
Number reporting	1,341	598	621	29	93	304	274	515	248
Average days	13	15	11	18	15	13	13	14	12
% reporting unlimited accruable leave	9%	10%	7%	9%	12%	11%	12%	8%	4%

What is the length of time granted for maternity leave? **TABLE 81**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Leave of absence granted for 1–2 months	17%	18%	17%	15%	17%	18%	18%	16%	18%
Leave of absence granted for 3 months	15%	17%	13%	26%	15%	16%	18%	12%	17%
Leave of absence granted for 4–6 months	6%	7%	4%	11%	9%	7%	7%	6%	6%
Leave of absence granted on a case-by-case basis	18%	17%	18%	15%	21%	20%	17%	18%	16%
Other	3%	3%	4%	4%	3%	4%	5%	3%	2%
Do not have a policy	37%	35%	40%	26%	34%	31%	33%	40%	42%
No response	6%	5%	5%	9%	6%	8%	5%	6%	2%

Which options are included in the maternity leave policy?[1] **TABLE 82**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,221	579	509	31	102	309	279	444	189
Sick leave and annual leave may be used during maternity leave	75%	80%	69%	74%	79%	75%	77%	75%	74%
Salary is continued during part of the leave period	21%	18%	24%	29%	23%	22%	25%	21%	14%
Salary is continued during the entire leave period	11%	11%	12%	16%	10%	14%	9%	11%	10%
Insurance benefits are continued during part of the leave period	14%	14%	13%	13%	18%	17%	12%	12%	17%
Insurance benefits are continued during the entire leave period	58%	58%	58%	61%	54%	58%	63%	55%	56%
Other	2%	2%	2%	0	0	1%	2%	2%	2%
No response	9%	8%	11%	10%	6%	9%	7%	10%	10%

[1] Percentages add to more than 100% due to multiple answers.

Does the association provide paternity leave? **TABLE 83**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	13%	16%	9%	19%	16%	16%	17%	12%	9%
No	77%	74%	82%	58%	73%	73%	75%	77%	85%
No response	10%	10%	9%	23%	11%	11%	8%	11%	6%

If "yes," do the same conditions apply to paternity leave as to maternity leave? **TABLE 84**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	279	155	87	9	28	80	75	95	29
Yes	77%	76%	77%	78%	79%	69%	79%	79%	86%
No	21%	23%	21%	11%	14%	29%	20%	18%	10%
No response	2%	1%	2%	11%	7%	2%	1%	3%	4%

Can employees draw accumulated vacation or annual leave as salary other than at severance? **TABLE 85**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	12%	13%	10%	11%	14%	9%	13%	13%	14%
No	83%	81%	85%	83%	80%	85%	81%	81%	84%
No response	5%	6%	5%	6%	6%	6%	6%	6%	2%

Does the association offer life insurance coverage to all staff members and does the association pay all, part, or none of the premium?

TABLE 86A

Life Insurance	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Total premium paid by association for staff only	63%	62%	63%	64%	65%	64%	67%	60%	62%
Partial premium paid by association for staff only	3%	3%	3%	2%	2%	3%	4%	3%	2%
Total premium paid by association for staff and dependents	6%	4%	8%	4%	6%	7%	5%	6%	4%
Partial premium paid by association for staff and dependents	1%	1%	2%	0	0	1%	1%	1%	1%
Total premium paid by association for staff and partial for dependents	1%	1%	2%	2%	1%	2%	1%	1%	*
Employee pays all of premium	1%	1%	1%	0	0	1%	1%	1%	1%
Not offered	10%	12%	8%	7%	11%	8%	8%	10%	15%
No response	15%	16%	13%	21%	15%	14%	13%	18%	15%

* Less than 1%

Does the association offer health insurance coverage to all staff members and does the association pay all, part, or none of the premium?

TABLE 86B

		Type of Membership				Scope			
Health Insurance	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Total premium paid by association for staff only	43%	46%	39%	32%	46%	34%	37%	45%	59%
Partial premium paid by association for staff only	5%	6%	4%	2%	5%	6%	5%	4%	5%
Total premium paid by association for staff and dependents	18%	13%	24%	11%	19%	19%	18%	19%	12%
Partial premium paid by association for staff and dependents	9%	8%	9%	17%	5%	12%	11%	7%	5%
Total premium paid by association for staff and partial for dependents	8%	7%	9%	17%	8%	11%	12%	6%	4%
Employee pays all of premium	*	*	*	0	0	1%	*	*	0
Not offered	4%	5%	4%	2%	6%	4%	4%	5%	5%
No response	13%	15%	11%	19%	11%	13%	13%	14%	10%

* Less than 1%

Does the association offer membership in a Health Maintenance Organization (HMO) to all staff members and does the association pay all, part, or none of the premium?

TABLE 86C

Health Maintenance Organization (HMO)	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Total premium paid by association for staff only	9%	11%	8%	6%	13%	9%	9%	8%	13%
Partial premium paid by association for staff only	1%	2%	1%	0	0	1%	1%	1%	3%
Total premium paid by association for staff and dependents	4%	4%	5%	6%	4%	4%	4%	4%	4%
Partial premium paid by association for staff and dependents	4%	4%	3%	11%	2%	6%	5%	2%	3%
Total premium paid by association for staff and partial for dependents	2%	2%	2%	9%	1%	3%	4%	1%	1%
Employee pays all of premium	1%	*	*	0	0	*	1%	*	0
Not offered	37%	35%	38%	28%	40%	37%	37%	38%	35%
No response	42%	42%	43%	40%	40%	40%	39%	46%	41%

* Less than 1%

Does the association offer disability income continuation insurance coverage to all staff members and does the association pay all, part, or none of the premium?

TABLE 86D

Disability Income Continuation Insurance	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Total premium paid by association for staff only	47%	46%	48%	51%	46%	51%	53%	45%	41%
Partial premium paid by association for staff only	3%	4%	3%	0	2%	4%	6%	2%	2%
Total premium paid by association for staff and dependents	2%	1%	4%	2%	4%	2%	2%	3%	2%
Partial premium paid by association for staff and dependents	1%	1%	1%	2%	0	1%	*	1%	1%
Total premium paid by association for staff and partial for dependents	1%	1%	*	0	0	1%	1%	*	*
Employee pays all of premium	2%	1%	3%	2%	3%	2%	3%	2%	1%
Not offered	19%	20%	18%	13%	21%	17%	15%	20%	25%
No response	25%	26%	23%	30%	24%	22%	20%	27%	28%

* Less than 1%

Does the association offer dental insurance coverage to all staff members and does the association pay all, part, or none of the premium?

TABLE 86E

Dental Insurance	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Total premium paid by association for staff only	29%	32%	26%	30%	27%	27%	28%	28%	37%
Partial premium paid by association for staff only	2%	3%	2%	2%	2%	3%	2%	2%	2%
Total premium paid by association for staff and dependents	13%	9%	17%	13%	15%	16%	13%	13%	9%
Partial premium paid by association for staff and dependents	6%	5%	7%	13%	3%	7%	9%	4%	4%
Total premium paid by association for staff and partial for dependents	6%	4%	7%	13%	5%	9%	9%	4%	3%
Employee pays all of premium	3%	3%	2%	2%	5%	1%	2%	3%	5%
Not offered	18%	20%	18%	6%	19%	17%	17%	20%	20%
No response	23%	24%	21%	21%	24%	20%	20%	26%	20%

Does the association offer accidental death and dismemberment insurance coverage to all staff members and does the association pay all, part, or none of the premium? **TABLE 86F**

Accidental Death and Dismemberment	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Total premium paid by association for staff only	47%	46%	48%	58%	43%	53%	55%	42%	35%
Partial premium paid by association for staff only	2%	2%	3%	0	0	3%	3%	2%	1%
Total premium paid by association for staff and dependents	3%	1%	5%	2%	3%	3%	4%	4%	2%
Partial premium paid by association for staff and dependents	1%	1%	2%	2%	0	2%	1%	1%	1%
Total premium paid by association for staff and partial for dependents	1%	1%	1%	0	1%	2%	1%	1%	*
Employee pays all of premium	1%	1%	2%	0	2%	1%	2%	1%	2%
Not offered	19%	21%	16%	6%	24%	14%	16%	20%	27%
No response	26%	27%	23%	32%	27%	22%	18%	29%	32%

* Less than 1%

Does the association offer professional liability insurance coverage to all staff members and does the association pay all, part, or none of the premium?

TABLE 86G

Professional Liability Insurance	TOTAL	Type of Membership				Scope			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Total premium paid by association for staff only	39%	36%	42%	43%	39%	41%	43%	37%	37%
Partial premium paid by association for staff only	*	1%	*	0	0	*	0	1%	0
Total premium paid by association for staff and dependents	1%	1%	2%	0	1%	1%	2%	1%	1%
Partial premium paid by association for staff and dependents	*	*	1%	0	0	1%	*	*	0
Total premium paid by association for staff and partial for dependents	*	*	*	0	0	1%	0	*	0
Employee pays all of premium	*	*	*	2%	1%	*	*	*	*
Not offered	30%	31%	27%	23%	31%	28%	32%	28%	30%
No response	30%	31%	28%	32%	28%	28%	23%	33%	32%

* Less than 1%

Which of the following benefits are available for all staff and paid for by the association?[1]

TABLE 87

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Free parking	60%	59%	61%	53%	64%	56%	49%	65%	70%
Membership dues	42%	39%	45%	43%	39%	46%	39%	45%	32%
Tuition assistance	38%	39%	37%	36%	36%	45%	37%	35%	34%
Educational seminars	67%	68%	67%	66%	66%	69%	64%	69%	64%
In-house educational programs	31%	33%	29%	28%	32%	36%	28%	29%	32%
Credit union	14%	17%	10%	15%	17%	13%	11%	12%	25%
401(k)	13%	12%	14%	17%	12%	16%	14%	11%	13%
403(b)	7%	9%	4%	13%	10%	12%	11%	4%	3%
Daycare for children	1%	1%	1%	2%	1%	1%	1%	1%	1%
Employee assistance program	6%	7%	5%	11%	3%	8%	8%	4%	4%
Travel insurance while on association business	33%	34%	33%	45%	31%	45%	45%	26%	17%
Cafeteria plan	10%	10%	10%	6%	8%	8%	9%	11%	9%
Other	6%	5%	5%	13%	5%	6%	7%	5%	6%
No response	11%	11%	11%	11%	15%	11%	12%	12%	11%

[1] Percentages add to more than 100% due to multiple answers.

Does your association offer a Section 125 plan for expenses such as uncovered medical costs, childcare, and so forth?

TABLE 88

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	12%	11%	13%	13%	5%	12%	13%	11%	10%
No	83%	83%	82%	83%	88%	80%	83%	83%	87%
No response	5%	6%	5%	4%	7%	8%	4%	6%	3%

Does the association set per diem rates for:

TABLE 89

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Automobile	57%	64%	50%	57%	58%	53%	56%	62%	54%
Food	30%	39%	20%	34%	34%	28%	30%	31%	32%
Hotel	25%	31%	17%	30%	27%	22%	22%	28%	26%
Not applicable	30%	25%	35%	32%	28%	34%	31%	27%	32%
No response	12%	10%	15%	11%	12%	13%	13%	11%	12%

How many cents per mile does the association pay to reimburse automobile expenses?

TABLE 90A

		Type of Membership				Scope			
Automobile — cents per mile	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,210	619	464	27	100	268	252	507	183
Less than 20¢	1%	1%	*	4%	0	1%	2%	*	1%
20¢–24	25%	27%	22%	29%	27%	26%	25%	25%	25%
25¢ or more	70%	67%	74%	63%	67%	72%	69%	69%	70%
Unlimited/actual	4%	5%	4%	4%	6%	1%	4%	6%	4%
Average ¢ per mile	28¢	28¢	28¢	27¢	28¢	28¢	28¢	28¢	28¢

* Less than 1%

How much a day does the association pay for food expenses?

TABLE 90B

		Type of Membership				Scope			
Food — $ per day	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	643	379	189	16	59	142	134	259	108
Less than $20	2%	2%	1%	0	3%	3%	0	3%	1%
$20–29	14%	15%	9%	19%	19%	10%	18%	17%	6%
$30–39	21%	23%	15%	19%	25%	30%	28%	17%	11%
$40–49	6%	8%	3%	6%	10%	11%	8%	3%	5%
$50 or more	15%	17%	14%	6%	7%	13%	14%	8%	35%
Unlimited/actual	42%	35%	58%	50%	36%	33%	32%	52%	42%
Average food $ per day	$41	$41	$43	$36	$36	$40	$40	$36	$53

How much a day does the association pay for hotel expenses?

TABLE 90C

		Type of Membership				Scope			
Hotel — $ per day	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	522	302	160	14	46	111	97	228	86
Less than $40	1%	1%	1%	0	0	0	0	2%	1%
$40–59	3%	3%	4%	0	4%	0	3%	6%	0
$60–79	4%	4%	2%	14%	4%	4%	5%	4%	0
$80–99	2%	3%	0	0	2%	3%	2%	2%	0
$100 or more	6%	6%	6%	0	9%	10%	8%	3%	8%
Unlimited/actual	84%	83%	87%	86%	81%	83%	82%	83%	91%
Average hotel $ per day	$97	$96	$99	$70	$103	$122	$104	$74	$135

Who has the authority to set wages for association staff members?[1]

TABLE 91

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Chief staff executive	77%	76%	77%	74%	74%	82%	82%	70%	77%
Personnel committee	8%	9%	7%	9%	7%	7%	8%	8%	8%
Board of directors	30%	29%	30%	30%	37%	24%	25%	36%	31%
Other	5%	5%	5%	2%	3%	4%	5%	5%	4%
No response	3%	3%	3%	2%	4%	5%	4%	2%	1%

[1] Percentages add to more than 100% due to multiple answers.

Do you have a formal salary administration plan?

TABLE 92

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	18%	20%	16%	30%	15%	23%	22%	15%	12%
No	77%	75%	80%	66%	77%	71%	73%	80%	85%
No response	5%	5%	4%	4%	8%	6%	5%	5%	3%

Does your association have an incentive or cash bonus system? **TABLE 93**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes, for select staff only	12%	9%	16%	9%	12%	12%	10%	13%	12%
Yes, for all staff	10%	10%	10%	6%	7%	14%	10%	8%	9%
No	74%	77%	71%	81%	74%	68%	76%	76%	77%
No response	4%	4%	3%	4%	7%	6%	4%	3%	2%

What was the staff turnover rate in your association in 1990? **TABLE 94**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
0–9%	51%	47%	55%	47%	49%	46%	43%	56%	55%
10–19%	16%	19%	15%	22%	14%	23%	19%	15%	12%
20–29%	13%	14%	11%	6%	14%	14%	15%	11%	14%
30% or more	13%	13%	13%	10%	15%	9%	15%	12%	14%
No response	7%	7%	6%	15%	8%	8%	8%	6%	5%
Average turnover	14%	14%	13%	13%	16%	13%	16%	13%	13%

Who has the authority to hire and fire staff members?[1] **TABLE 95**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Chief staff executive	92%	92%	92%	91%	92%	91%	92%	91%	93%
Personnel committee	2%	2%	2%	6%	1%	2%	2%	2%	1%
Board of directors	12%	11%	13%	13%	13%	11%	14%	13%	11%
Other	2%	2%	2%	0	2%	2%	2%	2%	1%
No response	3%	3%	3%	2%	3%	5%	3%	2%	1%

[1] Percentages add to more than 100% due to multiple answers.

If your association has a formal policy governing severance pay, what is the severance allowance for most employees? **TABLE 96**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Not applicable/ none given	42%	40%	45%	34%	37%	39%	38%	45%	44%
2 weeks pay	11%	14%	9%	11%	7%	10%	10%	11%	17%
4 weeks pay	1%	1%	1%	0	0	1%	*	1%	1%
Varies according to tenure	13%	14%	12%	21%	12%	18%	16%	10%	11%
Varies according to position	7%	8%	7%	0	8%	7%	10%	6%	7%
Varies according to tenure and position	5%	4%	6%	11%	10%	7%	8%	4%	3%
Other	2%	1%	2%	0	2%	1%	2%	2%	1%
No response	19%	18%	18%	23%	24%	17%	16%	21%	16%

* Less than 1%

Does your association pay moving or relocation expenses for current staff if they are required to change location? **TABLE 97**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	20%	18%	22%	34%	18%	29%	26%	16%	8%
No	68%	71%	65%	55%	71%	59%	61%	73%	81%
No response	12%	11%	13%	11%	11%	12%	13%	11%	11%

Does your association pay moving or relocation expenses for newly hired staff who must be relocated before employment? **TABLE 98**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	14%	11%	17%	23%	11%	18%	17%	11%	10%
No	55%	58%	52%	43%	55%	47%	48%	61%	62%
Yes, for some staff only	25%	25%	26%	28%	27%	30%	30%	22%	21%
No response	6%	6%	5%	6%	7%	5%	5%	6%	7%

Do you have smoking restrictions in the office, such as smoke-free spaces, designated smoking areas, and so forth? **TABLE 99**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	72%	77%	65%	77%	70%	74%	75%	67%	73%
No	25%	20%	31%	21%	26%	21%	21%	29%	26%
No response	3%	3%	4%	2%	4%	5%	4%	4%	1%

If you have a retirement plan for employees, who pays for it? **TABLE 100**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Entirely paid for by the association	45%	44%	48%	34%	38%	47%	47%	43%	45%
Required that the employee contribute	8%	8%	8%	15%	7%	11%	8%	7%	5%
Entirely paid by the employee	1%	1%	1%	0	0	2%	2%	1%	1%
Employees can make additional contributions	18%	18%	16%	26%	19%	19%	18%	17%	16%
Not applicable	5%	5%	5%	5%	8%	4%	4%	6%	5%
No response	23%	24%	22%	20%	28%	17%	21%	26%	28%

What formula do you use for computing retirement benefits? **TABLE 101**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Defined benefit	19%	17%	22%	19%	14%	25%	23%	17%	9%
Defined contribution —percent salary	47%	48%	46%	53%	44%	49%	44%	46%	49%
Defined contribution —percent benefit	2%	2%	3%	0	2%	3%	4%	1%	1%
No response	34%	35%	32%	36%	43%	26%	33%	37%	42%

Under the retirement plan, what are the key ages and years of association service in order to draw benefits? **TABLE 102**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Normal Retirement Age									
Number reporting	1,109	478	532	24	75	315	257	394	143
Average age	65	65	65	65	64	65	65	65	65
Early Retirement Age									
Number reporting	781	321	384	18	58	233	194	269	85
Average age	59	59	59	57	59	59	58	59	59
Disability Retirement Age									
Number reporting	168	74	82	3	9	55	38	61	14
Average age	59	60	58	54	58	59	59	59	60
Disability Service Requirement									
Number reporting	289	131	132	8	18	90	66	101	32
Average years of service	6	6	7	7	4	6	6	7	5
Minimum Age to Enter									
Number reporting	693	300	335	13	45	192	167	228	106
Average age	22	22	22	22	23	22	22	23	22
Maximum Age to Enter									
Number reporting	245	100	132	3	10	78	67	72	28
Average age	63	64	62	60	64	63	63	63	64

OFFICE MANAGEMENT AND TECHNOLOGY

In this edition, we asked for the first time about the configuration of associations' computer systems. Almost half (46 percent) use stand-alone personal computers, and a third use local area networks (LANs) to connect their personal computers. Most (83 percent) of the computer systems are IBM compatible.

A wide range of association activities are now supported by computer systems. New data are included on the use of automation for payroll, exhibit management, and information data bases.

Surprisingly, there has been only a small (13 percent) increase since 1982 in the percentage of associations that own all or part of the buildings they occupy.

More associations own their telephone equipment than in 1987, up 10 percent. We also know that an average of 10 percent of associations use voice mail to answer incoming calls, and another 12 percent plan to use it in the near future. Associations are continuing to install 800 numbers — 32 percent in 1987 and 35 percent in 1991. We asked for the first time about the use of 900 telephone numbers and found very few associations are offering them.

Does the association own or lease space for the headquarters office?

TABLE 103

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Association owns a building or part of one and occupies entire building	22%	24%	18%	15%	24%	21%	15%	21%	32%
Association owns a building or part of one and occupies part of it	12%	16%	9%	13%	10%	10%	9%	13%	16%
Leases an entire building	2%	3%	2%	2%	1%	2%	2%	3%	2%
Leases space in a building	60%	52%	67%	66%	60%	62%	69%	59%	47%
No response	4%	5%	4%	4%	5%	5%	5%	4%	3%

What is the average square footage occupied by a staff member in your headquarters?[1] **TABLE 104**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Less than 200 feet	13%	14%	12%	15%	12%	12%	13%	14%	12%
200–400 feet	42%	41%	43%	51%	37%	45%	49%	38%	37%
401–600 feet	18%	18%	18%	11%	18%	19%	17%	20%	13%
601–800 feet	4%	4%	5%	0	6%	4%	3%	4%	8%
801 feet or more	8%	7%	10%	4%	6%	5%	6%	8%	14%
No response	15%	16%	12%	19%	21%	15%	12%	16%	16%
Average	560	540	590	440	540	470	500	580	730

[1] Average square footage was calculated by dividing the total square footage by the number of staff.

Does your association own or lease phone equipment? **TABLE 105**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Own	77%	78%	78%	77%	76%	74%	76%	79%	80%
Lease	19%	18%	20%	21%	19%	21%	20%	19%	18%
Both own and lease	1%	1%	*	0	2%	1%	1%	*	*
No response	3%	3%	2%	2%	3%	4%	3%	2%	2%

* Less than 1%

Does your association have an 800 telephone number? **TABLE 106**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	35%	37%	35%	38%	26%	33%	34%	45%	15%
No	64%	62%	64%	60%	73%	66%	66%	54%	84%
No response	1%	1%	1%	2%	1%	1%	*	1%	1%

* Less than 1%

Does your association have a 900 telephone number? **TABLE 107**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	*	*	0	2%	0	*	1%	0	0
No	98%	98%	99%	94%	98%	98%	98%	98%	99%
No response	2%	2%	1%	4%	2%	2%	1%	2%	1%

* Less than 1%

If "yes," what are the applications of the 900 numbers?[1] **TABLE 108**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	5	4	0	1	0	2	3	0	0
Job referral	20%	25%	0	0	0	50%	0	0	0
Association information and products	80%	75%	0	100%	0	50%	100%	0	0
Ordering products	0	0	0	0	0	0	0	0	0
Other	20%	25%	0	0	0	0	33%	0	0
No response	0	0	0	0	0	0	0	0	0

[1] Percentages add to more than 100% due to multiple answers.

What is the configuration of your present computer system?[1] **TABLE 109**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Mainframe	15%	20%	12%	9%	14%	14%	19%	13%	19%
Micro/mini computer	28%	30%	26%	26%	26%	33%	31%	23%	27%
Stand-alone personal computer	46%	44%	46%	55%	51%	41%	38%	53%	47%
Local area network (LAN)	33%	36%	30%	34%	32%	41%	37%	28%	27%
Other	*	1%	*	0	0	0	*	1%	1%
No response	3%	2%	3%	0	2%	4%	3%	2%	3%

[1] Percentages add to more than 100% due to multiple answers.

* Less than 1%

Is your computer system:[1] **TABLE 110**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
IBM compatible	83%	84%	82%	83%	87%	80%	82%	86%	84%
MAC compatible	17%	18%	17%	17%	15%	20%	16%	19%	10%
Not applicable	8%	10%	7%	2%	5%	10%	10%	5%	11%
No response	2%	1%	2%	0%	3%	2%	2%	1%	2%

[1] Percentages add to more than 100% due to multiple answers.

Do you use a service bureau or maintain the computer in-house? **TABLE 111**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Service bureau	17%	17%	17%	15%	20%	16%	16%	17%	21%
In-house	60%	61%	60%	66%	51%	60%	59%	62%	53%
Combination	17%	18%	17%	15%	19%	19%	20%	14%	20%
No response	6%	4%	6%	4%	10%	5%	5%	7%	6%

Which of the following activities does the computer support?[1] **TABLE 112**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Member records and dues	92%	94%	92%	83%	87%	94%	91%	93%	91%
Word processing	97%	97%	96%	100%	94%	96%	95%	98%	96%
Accounting	86%	88%	84%	83%	88%	89%	88%	84%	88%
Payroll	39%	40%	38%	47%	42%	40%	34%	41%	40%
Convention registration	71%	68%	74%	70%	69%	81%	73%	77%	38%
Exhibit management	35%	34%	36%	23%	37%	45%	29%	41%	15%
Order fulfillment	27%	30%	23%	43%	32%	47%	39%	16%	10%
Group insurance	10%	7%	13%	9%	9%	4%	7%	15%	10%
Information services data base	39%	36%	41%	55%	42%	42%	38%	38%	41%
Subscriptions	32%	38%	26%	36%	40%	48%	41%	26%	13%
Fund-raising	23%	27%	17%	26%	32%	23%	25%	22%	22%
Electronic mail	22%	26%	18%	28%	24%	25%	24%	18%	25%
Electronic bulletin board	13%	15%	10%	21%	15%	16%	13%	10%	15%
Government affairs	27%	23%	30%	30%	28%	14%	19%	42%	20%
Other	7%	6%	7%	11%	5%	6%	7%	6%	9%
No response	1%	1%	2%	0	3%	2%	1%	1%	2%

[1] Percentages add to more than 100% due to multiple answers.

Which of the following professional liability coverages does your association purchase as separate policies?[1] **TABLE 113**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Officers and directors	70%	71%	71%	79%	62%	76%	72%	65%	75%
Professional liability	41%	41%	43%	40%	36%	46%	40%	37%	47%
Publisher's liability	9%	11%	7%	13%	9%	15%	11%	6%	5%
Fiduciary liability	25%	22%	30%	26%	17%	24%	28%	27%	20%
No response	19%	19%	18%	13%	25%	17%	17%	22%	17%

[1] Percentages add to more than 100% due to multiple answers.

Which of the following casualty coverages does your association purchase as separate policies?[1] **TABLE 114**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Convention cancellation	19%	19%	20%	17%	14%	33%	22%	14%	4%
General liability	76%	76%	78%	66%	71%	76%	76%	77%	74%
Automobile liability	50%	43%	59%	36%	49%	45%	43%	58%	47%
Fire and related perils	61%	60%	64%	49%	59%	59%	58%	63%	64%
Umbrella and excess liability	56%	52%	61%	49%	49%	55%	58%	53%	60%
No response	12%	12%	11%	17%	16%	13%	12%	11%	13%

[1] Percentages add to more than 100% due to multiple answers.

Do you use voice mail to answer incoming calls? **TABLE 115**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	10%	10%	9%	9%	13%	12%	11%	7%	11%
No	88%	88%	89%	91%	83%	86%	88%	91%	86%
No response	2%	2%	2%	0	4%	2%	1%	2%	3%

If "no," are you planning to use voice mail in the near future? **TABLE 116**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,870	854	830	43	143	432	399	748	291
Yes	12%	13%	9%	21%	14%	13%	16%	9%	10%
No	84%	83%	87%	79%	78%	84%	80%	86%	85%
No response	4%	4%	4%	0	8%	3%	4%	5%	5%

MEMBERSHIP

Average membership turnover remained virtually the same as that reported in 1987. There is some increase in turnover among trade associations — from 8 percent in 1982 to 9 percent in 1987 to 10 percent in 1991 — and among local associations — from 12 percent to 13 percent to 15 percent. Turnover in individual membership organizations remained constant at 13 percent. The turnover reported in this edition is that of 1990, prior to the downturn many reported during the 1991 recession.

Half of associations have a membership category for industry suppliers. Individual membership organizations are the least likely (34 percent) to offer this type of membership.

For the first time, we asked if membership materials are translated into other languages. Nine percent of associations translate materials, with the most common language being Spanish (77 percent), French (38 percent), German (16 percent), and Japanese (15 percent).

The average percentage of associations offering specialized membership sections has increased slightly since 1987, with the biggest jumps occurring in trade associations and local associations. An average of 60 percent of these sections have their own governing body. There appears to be movement toward charging an additional fee for section memberships, instead of including them as part of regular dues.

What was the membership turnover in your association last year?[1]

TABLE 117

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
0%	9%	5%	12%	43%	7%	5%	8%	13%	7%
1–2%	10%	9%	11%	9%	10%	9%	8%	13%	5%
3–4%	7%	7%	8%	2%	6%	7%	6%	9%	6%
5–6%	10%	8%	11%	6%	8%	8%	9%	12%	7%
7–9%	9%	7%	11%	2%	4%	12%	8%	7%	8%
10–14%	18%	18%	19%	15%	17%	21%	18%	17%	18%
15–19%	10%	10%	10%	2%	10%	11%	9%	8%	13%
20–39%	12%	16%	8%	4%	14%	13%	15%	7%	20%
40% or more	2%	3%	2%	0	3%	3%	3%	1%	3%
No response	13%	17%	8%	17%	21%	11%	16%	13%	13%
Average turnover	11%	13%	10%	5%	13%	13%	13%	9%	15%

[1] Turnover was computed by taking the number of members who left or dropped out of the association during the year and dividing that figure by the number of members at the beginning of the year.

Do you have a category of membership for industry suppliers? **TABLE 118**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	50%	34%	67%	32%	57%	51%	40%	55%	54%
No	47%	63%	31%	59%	38%	47%	56%	44%	42%
No response	3%	3%	2%	9%	5%	2%	4%	1%	4%

If "yes," what do you call the category for suppliers? **TABLE 119**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,068	330	626	15	97	257	182	448	181
Associate	53%	30%	66%	66%	47%	47%	54%	65%	33%
Affiliate	18%	38%	8%	0	17%	9%	11%	12%	51%
Sustaining	3%	8%	1%	0	6%	7%	3%	2%	1%
Supplier	8%	2%	11%	6%	10%	11%	9%	6%	7%
Service	2%	2%	2%	7%	0	2%	2%	1%	2%
Allied	4%	2%	5%	0	1%	4%	2%	5%	1%
Corporate	4%	7%	1%	7%	6%	8%	7%	1%	0
Commercial	1%	2%	*	0	1%	1%	1%	1%	0
Supporting or sponsor	1%	2%	1%	0	1%	2%	2%	1%	1%
Regular	1%	*	1%	7%	4%	2%	2%	*	1%
Other	3%	5%	2%	7%	3%	3%	5%	4%	1%
No response	2%	2%	2%	0	4%	4%	2%	2%	2%

* Less than 1%

Does the supplier group pay a higher dues amount than the primary class of membership? **TABLE 120**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,068	330	626	15	97	257	182	448	181
Yes	26%	42%	17%	33%	30%	41%	33%	19%	17%
No	73%	57%	82%	60%	69%	57%	65%	81%	82%
No response	1%	1%	1%	7%	1%	2%	2%	*	1%

* Less than 1%

Is the supplier membership regulated by separate policies defining participation in the association? **TABLE 121**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,068	330	626	15	97	257	182	448	181
Yes	64%	70%	62%	80%	58%	65%	62%	67%	61%
No	35%	29%	37%	20%	42%	35%	37%	32%	39%
No response	1%	1%	1%	0	0	*	1%	1%	0

* Less than 1%

Can suppliers hold office in the association? **TABLE 122**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,068	330	626	15	97	257	182	448	181
Yes, all offices	14%	12%	14%	7%	20%	20%	17%	11%	10%
Yes, limited	20%	14%	22%	13%	29%	24%	17%	17%	27%
No	65%	73%	63%	80%	51%	55%	65%	72%	63%
No response	1%	1%	1%	0	0	1%	1%	*	0

* Less than 1%

Does your association have members outside of the country in which you are headquartered? **TABLE 123**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	43%	50%	36%	24%	40%	94%	59%	17%	7%
No	54%	46%	62%	70%	53%	3%	37%	81%	88%
No response	3%	4%	2%	6%	7%	3%	4%	2%	5%

If "yes," do you distinguish between those within your country and others? (Special dues, special services)[1] **TABLE 124**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	904	486	338	11	69	474	267	141	22
Yes	35%	27%	46%	9%	41%	41%	36%	19%	9%
No	65%	73%	54%	91%	59%	59%	64%	80%	91%
No response	*	*	*	0	0	*	0	1%	0

[1] Based on respondents with members outside of headquarters country.

* Less than 1%

Do you translate any of your membership materials into other languages? **TABLE 125**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	9%	7%	9%	15%	15%	19%	7%	4%	8%
No	82%	85%	81%	66%	73%	78%	86%	84%	76%
No response	9%	8%	10%	19%	12%	3%	7%	12%	16%

Into which languages are your membership materials translated?[1] **TABLE 126**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	184	72	80	7	25	95	31	31	27
German	16%	10%	25%	14%	8%	24%	10%	3%	11%
Polish	1%	0	1%	0	0	0	0	3%	0
Italian	9%	8%	11%	0	4%	13%	10%	0	4%
Swedish	2%	1%	1%	14%	0	3%	0	0	0
French	38%	29%	46%	29%	36%	58%	26%	6%	15%
Spanish	77%	85%	69%	57%	84%	69%	81%	84%	89%
Japanese	15%	11%	21%	14%	8%	20%	10%	6%	15%
Chinese	2%	0	4%	14%	0	2%	6%	0	0
Other	7%	7%	6%	14%	8%	7%	6%	6%	7%
No response	5%	3%	8%	0	4%	7%	0	6%	0

[1] Percentages add to more than 100% due to multiple answers.

Do you participate in federations of like societies around the world? **TABLE 127**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	31%	34%	28%	30%	28%	46%	36%	23%	21%
No	62%	58%	65%	64%	62%	50%	58%	70%	64%
No response	7%	8%	7%	6%	10%	4%	6%	7%	15%

Do you have membership sections based on areas of specialization? **TABLE 128**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	25%	30%	20%	6%	28%	28%	19%	25%	27%
No	70%	66%	75%	88%	64%	69%	76%	70%	64%
No response	5%	4%	5%	6%	8%	3%	5%	5%	9%

If "yes," does the special section have a governing body? **TABLE 129**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	522	286	185	3	48	141	84	205	92
Yes	60%	65%	55%	33%	46%	62%	60%	59%	57%
No	39%	34%	43%	67%	54%	38%	39%	39%	42%
No response	1%	1%	2%	0	0	0	1%	2%	1%

If "yes," is regular membership a prerequisite for membership in a section? **TABLE 130**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	522	286	185	3	48	141	84	205	92
Yes	72%	75%	69%	33%	77%	70%	72%	74%	73%
No	13%	12%	14%	0	10%	17%	13%	10%	13%
No response	15%	13%	17%	67%	13%	13%	15%	16%	14%

What is the dues amount charged for section membership? **TABLE 131**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	522	286	185	3	48	141	84	205	92
Same as regular dues	21%	18%	25%	33%	31%	18%	20%	20%	32%
Included in regular dues	31%	27%	37%	0	33%	34%	30%	37%	15%
A fee in addition to regular dues	34%	42%	25%	67%	21%	31%	43%	30%	40%
Other	4%	3%	4%	0	4%	4%	6%	3%	3%
No response	10%	10%	9%	0	11%	13%	1%	10%	10%

Do you pay a commission to staff or outside parties for bringing in new members? **TABLE 132**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	10%	6%	16%	0	5%	8%	7%	12%	11%
No	85%	89%	80%	94%	89%	89%	88%	83%	82%
No response	5%	5%	4%	6%	6%	3%	5%	5%	7%

DUES

The relationship of dues to total income is newly explored in this edition. On average, associations are getting 50 percent of their total annual income from dues. Among the various kinds of membership organizations, federations obtain the lowest percentage (44 percent) of total income from dues, as do associations that are international in scope (43 percent).

Sixty-three percent of associations increased their dues since 1987, while only 54 percent had done so from 1984 to 1987. Since 1987, increasing dues was most prevalent in state/regional associations and in associations with company members. The average amount of dues increase was 21 percent, 5 percent higher than that reported in 1987. While federations were the least likely to increase dues (47 percent), their average dues increase was 33 percent higher than the average.

The majority (51 percent) of associations use the calendar year as the basis for their dues billing; however, it appears that, except for local associations, organizations are moving away from calendar year billings and toward anniversary dates.

Thirty-four percent of associations allow members to pay dues in installments, and 30 percent offer a dues waiver program.

What percentage of your total association income during the past fiscal year was from dues?

TABLE 133

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
0–24%	19%	21%	15%	30%	24%	26%	16%	16%	24%
25–49%	30%	32%	30%	19%	23%	36%	26%	26%	29%
50–74%	25%	24%	26%	24%	22%	21%	26%	29%	20%
75–99%	18%	16%	21%	15%	14%	11%	21%	22%	17%
100%	2%	1%	3%	2%	2%	1%	2%	2%	2%
No response	6%	6%	5%	10%	15%	5%	9%	5%	8%
Average % from dues	50%	47%	53%	44%	45%	43%	53%	53%	48%

Have you had a dues increase during the last three years? **TABLE 134**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	63%	65%	64%	47%	56%	64%	64%	65%	57%
No	33%	31%	34%	40%	35%	33%	31%	33%	37%
No response	4%	4%	2%	13%	9%	3%	5%	2%	6%

If "yes," what was the percentage of the increase? **TABLE 135**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,338	627	593	22	96	325	286	536	191
1–4%	7%	6%	8%	5%	4%	6%	6%	6%	7%
5–9%	22%	18%	26%	13%	22%	21%	20%	23%	23%
10–14%	20%	20%	20%	9%	19%	21%	16%	21%	21%
15–19%	7%	8%	7%	5%	6%	10%	8%	6%	7%
20–24%	10%	12%	7%	5%	11%	11%	8%	9%	10%
25–29%	6%	8%	5%	5%	4%	3%	8%	7%	5%
30–39%	5%	7%	4%	14%	7%	5%	8%	6%	5%
40–49%	2%	3%	1%	13%	1%	3%	2%	2%	1%
50% or greater	9%	10%	7%	9%	12%	10%	10%	9%	7%
No response	12%	8%	15%	22%	14%	10%	14%	11%	14%
Average % of increase	21%	23%	19%	28%	25%	22%	23%	22%	18%

If "no," when were your dues last increased? **TABLE 136**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	700	304	317	19	60	164	141	269	126
Prior to 1980	7%	6%	9%	11%	3%	8%	6%	7%	8%
1980–81	7%	7%	9%	0	5%	6%	5%	9%	8%
1982–83	8%	7%	9%	5%	8%	10%	6%	8%	9%
1984–85	18%	17%	21%	11%	8%	14%	16%	21%	17%
1986–87	38%	44%	31%	42%	44%	39%	40%	35%	42%
No response	22%	19%	21%	31%	32%	23%	27%	20%	16%

What constitutes your dues base?[1] **TABLE 137**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Flat or fixed rate	45%	73%	20%	30%	29%	48%	44%	39%	59%
Percentage of sales dollars	14%	*	29%	2%	7%	19%	16%	11%	7%
Units of production	4%	1%	9%	2%	5%	4%	4%	6%	2%
Number of employees	7%	1%	13%	2%	10%	3%	6%	9%	9%
Units of equipment	2%	*	5%	4%	2%	2%	2%	4%	1%
Number of plants	1%	0	2%	0	1%	2%	1%	1%	*
Assets	1%	*	3%	0	1%	1%	1%	2%	1%
Payroll	1%	*	1%	0	0	*	*	1%	1%
Salary	1%	2%	*	0	1%	1%	1%	2%	*
Total income	3%	1%	5%	2%	2%	3%	3%	3%	1%
Varies by type of membership	10%	10%	8%	15%	23%	14%	11%	8%	8%
Other	11%	7%	14%	26%	16%	7%	11%	16%	8%
No response	5%	5%	2%	17%	12%	5%	6%	3%	7%

[1] Percentages add to more than 100% due to multiple answers.

* Less than 1%

Flat Dues Base
Membership Type: Individuals **TABLE 138A**

		Scope			
	TOTAL	Intl.	Natl.	St./Rg.	Local
Total Respondents	709	183	151	239	136
Less than $50	21%	23%	33%	18%	10%
$50–100	27%	40%	27%	21%	20%
$101–200	27%	19%	19%	33%	35%
$201–300	11%	8%	10%	9%	22%
$301–400	6%	4%	3%	8%	7%
More than $400	5%	4%	3%	8%	4%
No response	3%	2%	5%	3%	2%
Average dues amount	$165	$157	$120	$194	$177

Minimum Dues
Membership Type: Individuals

		Scope			
	TOTAL	Intl.	Natl.	St./Rg.	Local
Total Respondents	177	47	30	78	22
Less than $25	27%	32%	34%	25%	13%
$25–50	33%	28%	40%	32%	40%
$51–75	10%	13%	8%	6%	18%
$76–100	9%	13%	3%	10%	5%
$101–200	15%	10%	9%	21%	15%
$201–500	3%	2%	0	4%	9%
More than $500	2%	2%	3%	1%	0
No response	1%	0	3%	1%	0
Average dues amount	$103	$72	$147	$110	$84

Maximum Dues
Membership Type: Individuals

		Scope			
	TOTAL	Intl.	Natl.	St./Rg.	Local
Total Respondents	164	42	26	74	22
Less than $100	20%	29%	32%	10%	19%
$100–200	40%	24%	28%	55%	38%
$201–300	9%	7%	8%	8%	14%
$301–400	9%	7%	16%	4%	19%
$401–500	3%	7%	4%	1%	0
$501–600	5%	5%	0	8%	5%
$601–999	3%	5%	0	5%	0
$1,000 or more	8%	9%	8%	8%	5%
No response	3%	7%	4%	1%	0
Average dues amount	$340	$430	$260	$320	$300

Flat Dues Base
Membership Type: Companies

TABLE 138B

	TOTAL	Scope			
		Intl.	Natl.	St./Rg.	Local
Total Respondents	183	42	31	65	45
Less than $50	2%	0	0	8%	0
$50–100	11%	10%	10%	12%	11%
$101–200	25%	24%	19%	29%	25%
$201–300	20%	4%	16%	23%	33%
$301–400	12%	24%	10%	6%	11%
$401–500	8%	10%	10%	6%	7%
More than $500	18%	26%	32%	11%	9%
No response	4%	2%	3%	5%	4%
Average dues amount	$588	$838	$938	$425	$338

Minimum Dues
Membership Type: Companies

	TOTAL	Scope			
		Intl.	Natl.	St./Rg.	Local
Total Respondents	653	146	146	288	73
Less than $50	5%	3%	6%	7%	5%
$50–75	2%	1%	1%	3%	3%
$76–100	9%	6%	4%	13%	10%
$101–125	4%	2%	3%	7%	3%
$126–150	6%	2%	7%	7%	8%
$151–200	8%	8%	8%	9%	7%
$201–300	17%	14%	14%	19%	18%
$301–400	9%	9%	3%	9%	18%
$401–500	8%	9%	13%	6%	5%
$501–750	9%	10%	9%	8%	10%
$751–999	3%	4%	2%	3%	3%
$1,000–2,999	13%	23%	20%	6%	8%
$3,000–4,999	2%	4%	2%	1%	1%
$5,000 or more	3%	2%	5%	2%	0
No response	2%	3%	3%	*	1%
Average dues amount	$820	$1,160	$1,119	$570	$440

* Less than 1%

Maximum Dues
Membership Type: Companies

		Scope			
	TOTAL	Intl.	Natl.	St./Rg.	Local
Total Respondents	506	120	106	235	45
Less than $200	2%	1%	1%	3%	2%
$201–400	7%	5%	8%	7%	2%
$401–600	6%	10%	2%	5%	14%
$601–800	4%	4%	5%	4%	2%
$801–999	2%	1%	1%	3%	2%
$1,000–1,499	7%	7%	4%	7%	9%
$1,500–2,999	14%	10%	12%	18%	16%
$3,000–4,999	12%	14%	10%	12%	16%
$5,000–9,999	17%	14%	13%	21%	16%
$10,000–49,999	19%	22%	24%	15%	17%
$50,000 or more	7%	10%	14%	3%	0
No response	3%	2%	6%	2%	4%
Average dues amount	$22,520	$29,530	$39,710	$14,190	$8,050

Flat Dues Base
Membership Type: Associations

TABLE 138C

	TOTAL	Scope			
		Intl.	Natl.	St./Rg.	Local
Total Respondents	14	3	5	5	1
Less than $50	22%	33%	20%	20%	0
$50–100	29%	0	20%	60%	0
$101–200	0	0	0	0	0
$201–300	14%	0	40%	0	0
$301–400	0	0	0	0	0
More than $400	21%	34%	20%	0	100%
No response	14%	33%	0	20%	0
Average dues amount	$431	$238	$799	$63	$450

Minimum Dues
Membership Type: Associations

	TOTAL	Scope			
		Intl.	Natl.	St./Rg.	Local
Total Respondents	17	2	9	5	1
Less than $25	18%	0	34%	0	0
$25–50	23%	0	11%	60%	0
$51–75	0	0	0	0	0
$76–100	6%	0	11%	0	0
$101–125	6%	0	11%	0	0
$126–150	0	0	0	0	0
$151–200	6%	0	11%	0	0
$201–300	12%	50%	11%	0	0
$301–500	17%	50%	0	40%	0
More than $500	6%	0	11%	0	0
No response	6%	0	0	0	100%
Average dues amount	$220	$300	$220	$200	$0

Maximum Dues
Membership Type: Associations

		Scope			
	TOTAL	Intl.	Natl.	St./Rg.	Local
Total Respondents	12	2	6	3	1
Less than $100	17%	0	32%	0	0
$100–200	17%	0	0	67%	0
$201–1,499	0	0	0	0	0
$1,500–2,999	17%	50%	17%	0	0
$3,000–4,999	17%	50%	17%	0	0
$5,000–9,999	8%	0	17%	0	0
$10,000 or more	16%	0	17%	33%	0
No response	8%	0	0	0	100%
Average dues amount	$7,310	$3,125	$7,308	$10,100	$0

Flat Dues Base
Membership Type: Combined

TABLE 138D

	TOTAL	Scope			
		Intl.	Natl.	St./Rg.	Local
Total Respondents	50	15	10	9	16
Less than $50	30%	40%	50%	34%	6%
$50–100	14%	26%	10%	22%	0
$101–200	26%	20%	10%	33%	38%
$201–300	14%	0	10%	11%	32%
$301–400	2%	0	0	0	6%
More than $400	12%	14%	10%	0	18%
No response	2%	0	10%	0	0
Average dues amount	$283	$316	$117	$103	$445

Minimum Dues
Membership Type: Combined

	TOTAL	Scope			
		Intl.	Natl.	St./Rg.	Local
Total Respondents	87	28	21	32	6
Less than $25	8%	14%	9%	3%	0
$25–50	22%	32%	14%	22%	0
$51–75	10%	10%	19%	7%	0
$76–100	8%	7%	5%	9%	17%
$101–125	3%	4%	0	3%	17%
$126–150	5%	4%	0	9%	0
$151–200	5%	4%	5%	3%	16%
$201–500	25%	17%	33%	22%	50%
More than $500	12%	4%	15%	19%	0
No response	2%	4%	0	3%	0
Average dues amount	$381	$137	$363	$633	$238

Maximum Dues
Membership Type: Combined

		Scope			
	TOTAL	Intl.	Natl.	St./Rg.	Local
Total Respondents	74	25	20	24	5
Less than $100	4%	8%	5%	0	0
$100–200	3%	0	5%	4%	0
$201–300	11%	16%	5%	8%	20%
$301–400	5%	4%	5%	4%	20%
$401–600	7%	4%	10%	4%	20%
$601–999	1%	0	0	4%	0
$1,000–1,499	7%	8%	10%	4%	0
$1,500–2,999	15%	12%	20%	13%	20%
$3,000–4,999	12%	24%	0	8%	20%
$5,000–9,999	14%	4%	30%	13%	0
$10,000 or more	18%	16%	10%	34%	0
No response	3%	4%	0	4%	0
Average dues amount	$10,260	$6,780	$5,910	$19,590	$1,470

Do you have a dues waiver (for reasons of economic hardship, military service, leave of absence, and so forth)? **TABLE 139**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	30%	44%	16%	27%	23%	27%	23%	33%	36%
No	65%	50%	81%	60%	66%	68%	70%	64%	57%
No response	5%	6%	3%	13%	11%	5%	7%	3%	7%

What is the basis for dues billing? **TABLE 140**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Calendar year	51%	53%	51%	49%	37%	47%	44%	53%	59%
Anniversary (1 year from date joined)	23%	24%	21%	11%	34%	29%	27%	20%	18%
Fiscal year	6%	4%	9%	2%	5%	8%	5%	6%	6%
Other	15%	14%	16%	21%	11%	12%	17%	18%	9%
No response	5%	5%	3%	17%	13%	4%	7%	3%	8%

Can members pay dues in monthly or quarterly installments? **TABLE 141**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	34%	23%	48%	45%	23%	23%	35%	44%	29%
No	61%	72%	49%	43%	64%	72%	60%	53%	63%
No response	5%	5%	3%	12%	13%	5%	5%	3%	8%

SERVICES AND MARKETING

In the midst of the information age, it is surprising that the number of associations offering a library or reference service has dropped 7 percentage points to 52 percent. This decrease occurred most frequently in federations and national associations.

This survey discovered that 32 percent of associations have a centralized order desk/registration/customer service center. Twenty-eight percent operate this as a profit center, and 70 percent solely as a member service.

Fewer associations are providing group insurance programs to members (an average of 59 percent in 1982, 52 percent in 1987, and 46 percent in 1991). Of those associations offering group insurance programs, more associations are offering their members professional liability, casualty, and worker's compensation insurance. The percentage that offer all other types of insurance went down. For the first time, we know that 12 percent of associations offer group annuity programs.

The percentage of associations receiving a royalty or licensing fee from group insurance programs has more than doubled to 21 percent from 9 percent in 1987.

More associations are charging nonmembers higher prices for services than members — up 16 percent since 1982. Most often, the price differential between members and nonmembers is set for education programs (81 percent), convention registrations (65 percent), and publications (62 percent). Federations are the least likely to impose price differentials.

The percentage of associations offering their members "group purchasing" services has increased since 1987. The most recent addition to these programs are group telephone discounts, offered by 12 percent of associations.

Do you have a library and reference service? **TABLE 142**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	52%	47%	56%	49%	60%	54%	46%	49%	65%
No	47%	52%	43%	51%	37%	45%	53%	50%	33%
No response	1%	1%	1%	0	3%	1%	1%	1%	2%

If "yes," is it intended to be a "profit center" or operated solely as a member service?

TABLE 143

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,102	457	519	23	103	270	209	403	220
Profit center	7%	11%	5%	4%	6%	13%	11%	4%	1%
Member service	92%	88%	94%	92%	94%	85%	87%	95%	99%
No response	1%	1%	1%	4%	0	2%	2%	1%	0

Do you have a centralized order desk, registration, or customer service center?

TABLE 144

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	32%	36%	28%	21%	34%	41%	33%	24%	36%
No	65%	61%	70%	77%	63%	57%	65%	73%	61%
No response	3%	3%	2%	2%	3%	2%	2%	3%	3%

If "yes," is it intended to be a "profit center" or operated solely as a member service?

TABLE 145

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	678	351	258	10	59	209	148	200	121
Profit center	28%	31%	25%	20%	27%	28%	30%	23%	32%
Member service	70%	67%	73%	80%	68%	70%	67%	74%	66%
No response	2%	2%	2%	0	5%	2%	3%	3%	2%

Does your association provide group insurance programs to members?

TABLE 146

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	46%	48%	49%	17%	33%	36%	41%	57%	44%
No	52%	51%	50%	81%	64%	63%	58%	42%	53%
No response	2%	1%	1%	2%	3%	1%	1%	1%	3%

If "yes," what kinds of insurance are offered?[1]

TABLE 147

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	980	459	457	8	56	181	184	467	148
Life	68%	74%	65%	50%	46%	75%	61%	70%	61%
Accident	50%	51%	49%	38%	45%	52%	45%	52%	44%
Dental	41%	29%	54%	25%	27%	26%	20%	50%	56%
Professional liability	35%	46%	23%	38%	36%	25%	35%	39%	33%
Casualty	29%	18%	41%	0	29%	24%	24%	37%	19%
Supplemental life	22%	23%	24%	0	9%	23%	20%	26%	15%
Annuity programs	12%	14%	11%	0	9%	6%	12%	15%	9%
Major medical and hospitalization	74%	72%	79%	63%	64%	70%	61%	79%	82%
Disability or income continuation	52%	60%	48%	25%	27%	45%	40%	58%	55%
Pension and retirement	15%	15%	16%	13%	14%	7%	12%	19%	17%
Worker's compensation	32%	17%	47%	13%	36%	21%	17%	42%	31%
Product liability	9%	3%	14%	0	18%	12%	7%	9%	5%
Other	6%	5%	7%	13%	11%	6%	10%	6%	3%
No response	2%	1%	2%	0	4%	2%	4%	*	2%

[1] Percentages add to more than 100% due to multiple answers.

* Less than 1%

How are group insurance programs related to the association? **TABLE 148**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	980	459	457	8	56	181	184	467	148
Endorse only	73%	77%	70%	38%	80%	88%	80%	67%	66%
Endorse and fully administer	14%	10%	19%	13%	9%	2%	9%	21%	16%
Retain some risk through captive or self-insurance	8%	3%	12%	0	9%	2%	4%	12%	6%
Retain all risk	1%	*	2%	0	2%	0	1%	1%	1%
Operate as a 501(c)(9) trust	6%	3%	9%	13%	9%	4%	1%	9%	7%
Administer through an owned agency	11%	10%	12%	25%	9%	11%	7%	15%	5%
Other	4%	4%	4%	25%	4%	3%	3%	5%	6%
No response	3%	3%	2%	0%	4%	1%	3%	2%	6%

* Less than 1%

What types of income do you derive from group insurance programs?[1] **TABLE 149**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	980	459	457	8	56	181	184	467	148
Administrative fee	39%	32%	46%	25%	34%	28%	29%	50%	30%
Reimbursement for marketing (administrative fee)	21%	15%	27%	13%	20%	14%	20%	25%	15%
Dividends	8%	7%	10%	0	7%	6%	8%	10%	4%
All profits (association-owned company)	2%	2%	3%	0	0	2%	1%	4%	1%
Royalty or licensing fee	21%	22%	19%	0	25%	23%	33%	17%	14%
Other	3%	3%	3%	0	0	1%	3%	4%	1%
No income	29%	36%	22%	63%	38%	39%	24%	22%	48%
No response	3%	4%	1%	0	0	4%	3%	2%	2%

[1] Percentages add to more than 100% due to multiple answers.

Are general association services that your association provides to members also available to nonmembers? **TABLE 150**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	62%	60%	64%	60%	64%	67%	65%	61%	52%
No	34%	35%	33%	36%	28%	29%	30%	36%	41%
No response	4%	5%	3%	4%	8%	4%	5%	3%	7%

If "yes," do nonmembers generally pay a higher price for services? **TABLE 151**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,310	582	590	28	110	341	294	501	174
Yes	89%	89%	92%	68%	81%	92%	85%	90%	89%
No	10%	10%	8%	32%	16%	7%	14%	10%	10%
No response	1%	1%	*	0	3%	1%	1%	*	1%

* Less than 1%

If "yes," what services are available to nonmembers?[1] **TABLE 152**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,166	517	541	19	89	313	250	449	154
Education programs	81%	83%	79%	63%	85%	74%	72%	88%	92%
Periodical publications, printed materials	62%	60%	63%	68%	64%	76%	75%	49%	49%
Audiocassettes	21%	19%	22%	16%	26%	32%	29%	12%	11%
Films, videotapes	25%	20%	29%	37%	26%	39%	35%	14%	12%
Journals	25%	35%	15%	11%	24%	43%	34%	12%	8%
Insurance	4%	3%	5%	0	1%	2%	4%	5%	3%
Convention registration	65%	68%	61%	47%	76%	78%	71%	65%	29%
Consulting services	8%	4%	11%	16%	13%	7%	8%	10%	6%
Other	8%	7%	10%	5%	8%	7%	9%	7%	16%
No response	4%	4%	4%	11%	3%	4%	5%	4%	2%

[1] Percentages add to more than 100% due to multiple answers.

For education programs, how much more than members do nonmembers pay?

TABLE 153A

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	947	429	430	12	76	233	180	393	141
Less than 20%	16%	18%	11%	9%	19%	16%	11%	16%	17%
20–39%	45%	44%	45%	41%	55%	46%	50%	43%	42%
40–59%	21%	19%	24%	25%	14%	18%	18%	22%	26%
60–79%	2%	3%	2%	0	0	4%	2%	2%	1%
80% or more	8%	7%	10%	8%	4%	7%	6%	11%	6%
No response	8%	9%	8%	17%	8%	9%	13%	6%	8%
Average higher price	42%	40%	47%	47%	32%	41%	40%	45%	40%

For periodicals and printed materials, how much more than members do nonmembers pay?

TABLE 153B

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	723	310	343	13	57	238	188	221	76
Less than 20%	13%	14%	11%	23%	17%	12%	15%	12%	12%
20–39%	35%	39%	29%	31%	37%	34%	35%	34%	34%
40–59%	23%	20%	26%	23%	23%	22%	20%	27%	23%
60–79%	2%	2%	3%	0	2%	2%	2%	4%	2%
80% or more	13%	9%	18%	23%	7%	18%	14%	8%	11%
No response	14%	16%	13%	0	14%	12%	14%	15%	18%
Average higher price	52%	45%	60%	58%	42%	58%	52%	46%	49%

For audiocassettes, how much more than members do nonmembers pay?

TABLE 153C

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	241	96	119	3	23	99	73	52	17
Less than 20%	14%	15%	15%	34%	4%	10%	17%	17%	18%
20–39%	44%	54%	33%	33%	53%	42%	43%	47%	35%
40–59%	19%	13%	24%	33%	22%	22%	17%	17%	30%
60–79%	2%	0	3%	0	0	3%	0	2%	0
80% or more	8%	3%	13%	0	4%	11%	7%	4%	12%
No response	13%	15%	12%	0	17%	12%	16%	13%	5%
Average higher price	43%	33%	52%	35%	38%	49%	39%	36%	47%

For films and videotapes, how much more than members do nonmembers pay?

TABLE 153D

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	292	103	159	7	23	123	87	63	19
Less than 20%	12%	16%	11%	14%	8%	12%	9%	14%	21%
20–39%	43%	47%	38%	43%	44%	41%	47%	43%	32%
40–59%	21%	17%	24%	29%	17%	20%	20%	25%	21%
60–79%	2%	1%	4%	0	0	3%	0	5%	0
80% or more	11%	5%	15%	0	9%	15%	9%	3%	16%
No response	11%	14%	8%	14%	22%	9%	15%	10%	10%
Average higher price	47%	37%	54%	37%	44%	52%	45%	39%	51%

For journals, how much more than members do nonmembers pay?

TABLE 153E

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	286	183	80	2	21	135	86	52	13
Less than 20%	12%	11%	13%	0	10%	11%	12%	10%	23%
20–39%	30%	31%	24%	0	48%	31%	27%	33%	53%
40–59%	23%	21%	26%	50%	19%	22%	26%	23%	8%
60–79%	2%	3%	3%	0	4%	2%	2%	2%	0
80% or more	18%	21%	16%	0	5%	20%	17%	17%	8%
No response	15%	13%	18%	50%	14%	14%	16%	15%	8%
Average higher price	58%	60%	59%	55%	41%	60%	60%	59%	35%

For insurance, how much more than members do nonmembers pay?

TABLE 153F

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	43	13	29	0	1	6	10	23	4
Less than 20%	16%	15%	17%	0	0	0	0	22%	50%
20–39%	21%	24%	17%	0	100%	17%	30%	22%	0
40–59%	7%	16%	4%	0	0	0	10%	9%	0
60–79%	2%	0	4%	0	0	17%	0	0	0
80% or more	16%	15%	17%	0	0	0	20%	17%	25%
No response	38%	30%	41%	0	0	66%	40%	30%	25%
Average higher price	59%	56%	62%	0	27%	49%	70%	56%	58%

For convention registration, how much more than members do nonmember pay?

TABLE 153G

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	757	350	330	9	68	245	178	290	44
Less than 20%	14%	14%	13%	11%	17%	10%	13%	17%	14%
20–39%	45%	48%	43%	44%	44%	51%	48%	40%	41%
40–59%	19%	15%	23%	22%	21%	19%	17%	20%	25%
60–79%	3%	2%	4%	0	0	2%	2%	3%	2%
80% or more	9%	10%	9%	0	6%	7%	7%	12%	9%
No response	10%	11%	8%	23%	12%	11%	13%	8%	9%
Average higher price	44%	44%	46%	30%	38%	41%	41%	48%	45%

For consulting services, how much more than members do nonmembers pay?

TABLE 153H

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	97	22	60	3	12	22	19	46	10
Less than 20%	9%	5%	10%	33%	8%	0	10%	14%	10%
20–39%	27%	23%	33%	0	8%	23%	21%	34%	10%
40–59%	21%	23%	18%	0	34%	18%	21%	24%	10%
60–79%	4%	0	5%	0	8%	9%	0	2%	10%
80% or more	12%	18%	9%	67%	8%	14%	11%	11%	20%
No response	27%	31%	25%	0	34%	36%	37%	15%	40%
Average higher price	56%	68%	48%	104%	61%	68%	54%	49%	79%

For other services, how much more than members do nonmembers pay?

TABLE 153I

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	99	36	55	1	7	22	23	30	24
Less than 20%	21%	27%	18%	0	14%	14%	31%	17%	26%
20–39%	27%	18%	35%	0	29%	19%	13%	43%	29%
40–59%	25%	28%	20%	0	43%	31%	8%	19%	37%
60–79%	3%	0	5%	0	0	0	4%	7%	0
80% or more	17%	19%	17%	100%	0	27%	31%	7%	8%
No response	7%	8%	5%	0	14%	9%	13%	7%	0
Average higher price	54%	57%	53%	150%	39%	71%	70%	42%	41%

Do you have an in-house travel agency?

TABLE 154

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	3%	3%	1%	13%	3%	4%	3%	3%	2%
No	93%	93%	95%	79%	92%	93%	93%	94%	93%
No response	4%	4%	4%	8%	5%	3%	4%	3%	5%

What types of "group purchasing" services do you provide to members?[1]

TABLE 155

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Financial (loan, credit card)	9%	14%	5%	4%	4%	10%	9%	10%	5%
Telephone	12%	11%	13%	2%	10%	9%	10%	14%	12%
Personal purchases	3%	5%	2%	0	3%	2%	2%	3%	6%
Business equipment	12%	12%	13%	4%	7%	8%	9%	14%	15%
Business forms and supplies	13%	12%	14%	2%	10%	6%	5%	16%	24%
Other	4%	3%	5%	2%	2%	3%	4%	5%	2%
None	61%	58%	62%	70%	68%	68%	69%	57%	51%
No response	11%	11%	10%	17%	9%	11%	10%	11%	11%

[1] Percentages add to more than 100% due to multiple answers.

Do you provide mediation or arbitration services for members?

TABLE 156

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	18%	22%	14%	9%	18%	6%	6%	17%	53%
No	79%	75%	84%	85%	79%	90%	91%	81%	43%
No response	3%	3%	2%	6%	3%	4%	3%	2%	4%

If "yes," for what kinds of situations?[1] **TABLE 157**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	378	217	127	4	30	32	29	140	177
Labor negotiation on behalf of management	17%	4%	39%	25%	13%	16%	21%	23%	11%
Labor negotiation on behalf of employees	13%	20%	5%	0	3%	9%	7%	20%	10%
General contract disputes	48%	45%	53%	0	60%	56%	41%	47%	49%
Other	29%	33%	20%	100%	27%	22%	34%	21%	34%
No response	6%	6%	7%	0	7%	3%	3%	9%	5%

[1] Percentages add to more than 100% due to multiple answers.

EDUCATION AND CERTIFICATION

Traditional seminars, offered by 86 percent of associations, continue to be the most common method of delivering education programs to members. It appears as if there has been a slight shift away from traditional seminars toward video training.

Queried about their annual meeting for the first time, 75 percent of associations indicated that the annual meeting is the second most popular vehicle for providing education programs. The percentage of associations using self-study programs (20 percent) remains virtually unchanged from 1987.

This year the section on education and certification programs provides greater detail about the accreditation, certification, standardization, and licensing programs offered by associations. Within the associations offering accreditation (16 percent) or certification (17 percent), almost a third of their members have received the designation. The number of associations offering certification programs has remained steady at 17 percent, but those offering accreditation programs have increased to 16 percent in 1991, up from 4 percent in 1982 and 11 percent in 1987.

This study newly reports that 2 percent of associations offer licensing programs. In associations offering such programs, 80 percent of the members are licensed. Examinations remain the chief method for obtaining accreditation (57 percent), certification (77 percent), or a license (65 percent).

The percentage of associations that offer standardization programs — assessment of a product against a standard of performance or quality — remains unchanged at 3 percent. We know that an average of 74 percent of members comply with standards set by these associations, with the evaluation report (53 percent) and the evaluation visit (33 percent) being the most common methods for determining compliance.

What methods do you use to deliver education programs?[1] **TABLE 158**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Traditional seminars	86%	86%	88%	77%	84%	83%	78%	92%	89%
Video training	33%	33%	33%	30%	33%	35%	30%	29%	40%
Self-study programs	20%	25%	15%	9%	20%	27%	18%	18%	17%
Computer-based programs	7%	8%	5%	6%	9%	9%	6%	6%	7%
Audio-conferencing	4%	4%	3%	9%	8%	4%	4%	4%	3%
Video-conferencing	5%	5%	5%	9%	7%	5%	4%	6%	4%
Annual meetings	75%	76%	74%	66%	76%	85%	77%	83%	39%
Other	7%	6%	6%	6%	11%	9%	7%	5%	6%
Provide no educational programming	4%	3%	5%	9%	4%	3%	8%	3%	4%
No response	2%	2%	2%	9%	2%	3%	3%	1%	4%

[1] Percentages add to more than 100% due to multiple answers.

Does your association offer an accreditation program (evaluation and recognition of a program of study or an institution)? **TABLE 159**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	16%	19%	12%	17%	19%	15%	13%	18%	17%
No	81%	78%	85%	77%	78%	82%	84%	80%	78%
No response	3%	3%	3%	6%	3%	3%	3%	2%	5%

If "yes," what percentage of your association membership holds the designation?

TABLE 160

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	336	182	114	8	32	74	56	147	59
Less than 5%	15%	11%	20%	0	19%	15%	16%	16%	8%
5–9%	8%	7%	12%	12%	3%	7%	7%	8%	12%
10–14%	9%	5%	13%	0	13%	3%	5%	10%	15%
15–24%	16%	16%	15%	25%	9%	17%	13%	13%	22%
25–49%	8%	11%	6%	25%	6%	8%	10%	6%	14%
50–99%	5%	7%	3%	13%	9%	6%	4%	5%	9%
100%	9%	9%	7%	0	19%	14%	11%	10%	0
No response	30%	34%	24%	25%	22%	30%	34%	32%	20%
Average % of members holding designation	30%	34%	23%	33%	41%	36%	33%	29%	24%

What are the chief criteria for granting the designation?[1]

TABLE 161

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	336	182	114	8	32	74	56	147	59
Examination	57%	53%	62%	50%	66%	53%	45%	58%	75%
Evaluation visit	19%	23%	14%	25%	16%	22%	34%	17%	7%
Evaluation report/ data form	36%	37%	33%	50%	34%	35%	45%	36%	27%
Other	13%	13%	13%	13%	13%	12%	13%	11%	19%
No response	7%	8%	6%	0	6%	7%	7%	6%	10%

[1] Percentages add to more than 100% due to multiple answers.

How frequently is requalification required? **TABLE 162**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	336	182	114	8	32	74	56	147	59
Once a year	13%	9%	21%	0	13%	9%	14%	16%	10%
Every two years	11%	13%	8%	0	6%	10%	5%	14%	7%
Every three years	18%	19%	16%	0	25%	26%	22%	17%	10%
Other	12%	11%	11%	38%	13%	9%	25%	11%	3%
Not required	37%	38%	37%	50%	34%	39%	23%	33%	60%
No response	9%	10%	7%	12%	9%	7%	11%	9%	10%

Does your association offer a certification program (evaluation of an individual)? **TABLE 163**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	17%	20%	13%	11%	16%	24%	16%	15%	9%
No	65%	63%	68%	72%	63%	59%	66%	68%	66%
No response	18%	17%	19%	17%	21%	17%	18%	17%	25%

If "yes," what percentage of your association membership holds the designation? **TABLE 164**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	347	196	118	5	28	122	72	122	31
Less than 5%	16%	15%	18%	0	21%	20%	11%	16%	16%
5–9%	13%	9%	19%	0	7%	14%	7%	16%	6%
10–14%	9%	9%	9%	0	4%	10%	6%	7%	19%
15–24%	16%	19%	9%	0	15%	20%	11%	10%	23%
25–49%	12%	14%	12%	20%	15%	9%	19%	12%	23%
50–99%	12%	16%	8%	0	20%	10%	17%	15%	0
100%	6%	8%	1%	20%	11%	6%	11%	5%	0
No response	16%	10%	24%	60%	7%	11%	18%	19%	13%
Average % of members holding designation	29%	33%	19%	64%	36%	26%	41%	30%	18%

What are the chief criteria for granting the designation?[1] **TABLE 165**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	347	196	118	5	28	122	72	122	31
Examination	77%	77%	78%	80%	68%	79%	89%	66%	84%
Evaluation visit	4%	4%	6%	0	4%	7%	4%	2%	6%
Evaluation report/ data form	32%	34%	31%	20%	29%	34%	33%	30%	32%
Other	12%	12%	14%	0	11%	11%	7%	16%	13%
No response	4%	4%	4%	0	4%	1%	1%	7%	6%

[1] Percentages add to more than 100% due to multiple answers.

How frequently is requalification required? **TABLE 166**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	347	196	118	5	28	122	72	122	31
Once a year	11%	9%	15%	0	14%	8%	8%	13%	23%
Every two years	9%	11%	7%	20%	4%	5%	10%	11%	16%
Every three years	23%	26%	17%	20%	32%	26%	22%	23%	13%
Other	17%	19%	13%	20%	21%	20%	24%	14%	3%
Not required	36%	30%	46%	40%	29%	39%	32%	33%	42%
No response	4%	5%	2%	0	0	2%	4%	6%	3%

Does your association offer a licensing program? **TABLE 167**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	2%	3%	1%	0	2%	*	1%	3%	4%
No	86%	85%	87%	89%	86%	89%	86%	86%	82%
No response	12%	12%	12%	11%	12%	11%	13%	11%	14%

* Less than 1%

If "yes," what percentage of your association membership holds the designation?

TABLE 168

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	40	26	10	0	4	1	5	21	13
Less than 5%	5%	0	10%	0	25%	0	40%	0	0
5–9%	3%	4%	0	0	0	0	20%	0	0
10–14%	5%	0	20%	0	0	0	20%	5%	0
15–49%	0	0	0	0	0	0	0	0	0
50–59%	5%	4%	10%	0	0	0	0	10%	0
60–79%	3%	4%	0	0	0	0	0	5%	0
80–99%	12%	8%	10%	0	50%	0	0	18%	8%
100%	47%	57%	30%	0	25%	0	0	48%	69%
No response	20%	23%	20%	0	0	100%	20%	14%	23%
Average % of members holding designation	80%	90%	58%	0	73%	0	6%	86%	99%

What are the chief criteria for granting the designation?[1]

TABLE 169

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	40	26	10	0	4	1	5	21	13
Examination	65%	69%	50%	0	75%	100%	40%	67%	69%
Evaluation visit	5%	0	20%	0	0	0	20%	5%	0
Evaluation report/ data form	13%	8%	30%	0	0	0	60%	10%	0
Other	18%	23%	0	0	25%	100%	20%	14%	15%
No response	15%	19%	10%	0	0	0	20%	10%	23%

[1] Percentages add to more than 100% due to multiple answers.

How frequently is requalification required? **TABLE 170**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	40	26	10	0	4	1	5	21	13
Once a year	15%	8%	30%	0	25%	0	20%	24%	0
Every two years	38%	42%	20%	0	50%	0	0	33%	61%
Every three years	7%	8%	10%	0	0	0	40%	0	8%
Other	10%	8%	20%	0	0	100%	20%	5%	8%
Not required	15%	11%	20%	0	25%	0	20%	24%	0
No response	15%	23%	0	0	0	0	0	14%	23%

Does your association offer a standardization program (assessment of a product against a standard of performance or quality)? **TABLE 171**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	3%	3%	3%	2%	5%	5%	4%	2%	1%
No	77%	75%	78%	81%	75%	78%	77%	78%	70%
No response	20%	22%	19%	17%	20%	17%	19%	20%	29%

If "yes," what percentage of your association membership complies with the standards?

TABLE 172

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	70	32	28	1	9	27	20	18	5
Less than 10%	6%	3%	4%	0	22%	4%	15%	0	0
10–24%	6%	0	10%	100%	0	4%	15%	0	0
25–34%	4%	6%	4%	0	0	7%	5%	0	0
35–49%	4%	6%	4%	0	0	4%	0	11%	0
50–69%	1%	0	0	0	11%	0	0	6%	0
70–89%	7%	6%	7%	0	11%	4%	5%	11%	20%
90–99%	12%	6%	18%	0	11%	4%	25%	11%	0
100%	34%	41%	32%	0	22%	37%	30%	33%	40%
No response	26%	32%	21%	0	23%	36%	5%	28%	40%
Average % of members holding designation	74%	81%	74%	12%	61%	75%	65%	83%	92%

What are the chief criteria for determining compliance?[1]

TABLE 173

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	70	32	28	1	9	27	20	18	5
Evaluation visit	33%	31%	36%	100%	22%	26%	30%	50%	20%
Evaluation report/ data form	53%	63%	46%	0	44%	44%	65%	61%	20%
Other	4%	6%	4%	0	0	4%	5%	6%	0
No response	31%	25%	32%	0	56%	41%	20%	22%	60%

[1] Percentages add to more than 100% due to multiple answers.

How frequently is requalification required? **TABLE 174**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	70	32	28	1	9	27	20	18	5
Once a year	26%	22%	28%	0	34%	22%	45%	11%	20%
Every two years	2%	0	4%	0	0	4%	0	0	0
Every three years	14%	25%	4%	100%	0	4%	15%	33%	0
Other	10%	3%	18%	0	11%	7%	15%	11%	0
Not required	14%	9%	18%	0	22%	26%	10%	6%	0
No response	34%	41%	28%	0	33%	37%	15%	39%	80%

PUBLICATIONS

Unchanged from 1987 is the percentage of associations that publish a periodical (95 percent). More than half of these periodicals are published on a monthly (34 percent) or quarterly (18 percent) basis.

There has been a significant growth in the percent of associations carrying paid advertising in their periodicals — up 6 percent from 1982 to 1987, and up another 13 percent from 1987 to 1991. The largest growth in the number of associations carrying paid advertising occurred at the local level, up 42 percent since 1982.

Simultaneously, there has been sizable growth in the percentage of associations using advertising sales representatives, up 14 percent since 1987. Paying these representatives has moved away from salary only (down 27 percent since 1987) to salary plus commission (up 9 percent) and commission only (up 3 percent).

More than two-thirds of associations that accept paid advertising in periodicals have a formal policy governing advertising acceptability, up 50 percent since 1987.

Editorial policy for periodicals is set by a committee in an average of 34 percent of associations. Individual membership organizations are most likely to use such a committee (51 percent) and trade associations are least likely (17 percent). Although 61 percent of associations allow the editorial committee to review manuscripts, the editor (44 percent) or a combination of the publisher, the editor, and the committee (24 percent) ultimately accepts or rejects manuscripts.

Slightly fewer associations publish books than in 1987. For the first time we asked about paying royalties and found that 27 percent of associations pay royalties to book authors. On average, a 15 percent royalty is paid if royalties are based on a book's gross sales, and a 21 percent royalty is paid if based on net sales.

We also asked about resale book policies and translating publications for international markets. Thirty-one percent of associations allow members to purchase their books at a discount for resale. Only 7 percent of associations translate their publications into other languages. Translation into Spanish is most frequent (74 percent), followed by French (30 percent), Japanese (21 percent), and German (20 percent).

Do you have a periodically issued publication? **TABLE 175**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	95%	97%	93%	89%	97%	96%	94%	96%	94%
No	4%	2%	6%	9%	2%	3%	5%	4%	5%
No response	1%	1%	1%	2%	1%	1%	1%	*	1%

* Less than 1%

If "yes," how often is the periodical published? **TABLE 176**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,014	944	860	42	168	484	424	787	319
Quarterly	18%	20%	13%	24%	26%	18%	21%	19%	12%
Monthly	34%	36%	32%	31%	32%	34%	27%	32%	46%
Weekly	2%	2%	3%	2%	2%	1%	2%	2%	6%
Other	24%	28%	21%	5%	18%	24%	25%	27%	12%
No response	22%	14%	31%	38%	22%	23%	25%	20%	24%

If "yes," does the periodical carry paid advertising? **TABLE 177**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,014	944	860	42	168	484	424	787	319
Yes	63%	75%	52%	40%	58%	63%	54%	68%	64%
No	37%	24%	48%	60%	41%	37%	46%	31%	36%
No response	*	1%	*	0	1%	*	*	1%	*

* Less than 1%

Do you use advertising sales representatives? **TABLE 178**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,273	711	448	17	97	302	229	537	205
Yes, have sales representatives on staff	17%	17%	19%	18%	13%	22%	21%	15%	12%
Yes, use outside contract sales representatives	15%	17%	14%	12%	13%	17%	21%	11%	19%
Yes, use both staff and outside representatives	8%	8%	7%	23%	9%	9%	8%	8%	5%
No, do not use advertising sales representatives	59%	57%	60%	47%	63%	52%	50%	65%	62%
No response	1%	1%	*	0	2%	*	*	1%	2%

* Less than 1%

If "yes," are they paid a salary, commission, or both? **TABLE 179**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	517	296	178	9	34	145	115	183	74
Salary only	22%	23%	21%	22%	32%	21%	18%	29%	17%
Commission only	36%	37%	35%	11%	35%	35%	38%	33%	42%
Both salary and commission	38%	36%	41%	67%	30%	44%	42%	35%	26%
No response	4%	4%	3%	0	3%	0	2%	3%	15%

Do you have a policy governing acceptability of advertisements run in your publication? **TABLE 180**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,273	711	448	17	97	302	229	537	205
Yes	69%	74%	60%	76%	71%	73%	75%	62%	73%
No	30%	25%	40%	24%	27%	25%	25%	38%	25%
No response	1%	1%	*	0	2%	2%	*	*	2%

* Less than 1%

Do you have a committee that sets editorial policy? **TABLE 181**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,014	944	860	42	168	484	424	787	319
Yes	34%	51%	17%	31%	32%	45%	38%	27%	31%
No	64%	48%	80%	67%	66%	53%	60%	71%	67%
No response	2%	1%	3%	2%	2%	2%	2%	2%	2%

If "yes," does the committee review manuscripts? **TABLE 182**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	691	478	147	13	53	218	162	212	99
Yes	61%	67%	43%	46%	60%	61%	57%	62%	64%
No	38%	32%	56%	54%	40%	38%	42%	37%	35%
No response	1%	1%	1%	0	0	1%	1%	1%	1%

Who accepts and rejects manuscripts? **TABLE 183**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,014	944	860	42	168	484	424	787	319
Editorial committee or advisory board	7%	12%	3%	0	7%	7%	9%	7%	7%
Publisher	5%	3%	6%	5%	6%	3%	6%	5%	4%
The editor	44%	47%	40%	45%	49%	43%	44%	45%	43%
Combination of above	24%	28%	19%	31%	23%	33%	24%	20%	19%
No response	20%	10%	32%	19%	15%	14%	17%	23%	27%

Does your association publish books? **TABLE 184**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	26%	28%	22%	32%	37%	50%	39%	13%	6%
No	72%	70%	76%	66%	60%	48%	59%	85%	91%
No response	2%	2%	2%	2%	3%	2%	2%	2%	3%

Do you pay your book authors royalties? **TABLE 185**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	556	275	202	15	64	252	175	110	19
Yes	27%	34%	22%	20%	15%	32%	24%	21%	37%
No	70%	63%	77%	67%	83%	66%	73%	76%	58%
No response	3%	3%	1%	13%	2%	2%	3%	3%	5%

If "yes," what percentage of the book's gross sales? **TABLE 186**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	152	94	45	3	10	80	42	23	7
Less than 10%	11%	12%	11%	0	10%	12%	7%	13%	29%
10–19%	22%	24%	14%	0	30%	26%	21%	9%	0
20–29%	2%	1%	6%	0	0	1%	7%	0	0
30–39%	2%	0	6%	0	0	0	5%	4%	0
40% or more	2%	0	7%	0	0	0	0	8%	14%
No response	61%	63%	56%	100%	60%	61%	60%	66%	57%
Average royalty	15%	12%	21%	0	12%	12%	16%	22%	23%

If "yes," what percentage of the book's net sales? **TABLE 187**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	152	94	45	3	10	80	42	23	7
Less than 10%	2%	2%	2%	0	0	2%	2%	0	0
10–19%	10%	17%	0	0	0	14%	12%	0	0
20–29%	3%	3%	5%	0	0	3%	0	13%	0
30–39%	1%	0	2%	0	0	0	0	4%	0
40% or more	3%	2%	2%	0	10%	0	2%	13%	0
No response	81%	76%	89%	100%	90%	81%	84%	70%	100%
Average royalty	21%	18%	29%	0	55%	14%	18%	40%	0

Can members purchase association books at discount and resell them? **TABLE 188**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	556	275	202	15	64	252	175	110	19
Yes	31%	31%	34%	47%	25%	35%	36%	19%	21%
No	67%	68%	64%	53%	70%	64%	62%	80%	68%
No response	2%	1%	2%	0	5%	1%	2%	1%	11%

Do you translate any of your publications into other languages? **TABLE 189**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	7%	7%	5%	15%	9%	15%	7%	3%	3%
No	70%	72%	69%	57%	71%	72%	76%	68%	64%
No response	23%	21%	26%	28%	20%	13%	17%	29%	33%

If "yes," into which languages?[1] **TABLE 190**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	140	67	50	7	16	75	33	22	10
German	20%	10%	36%	0	19%	21%	15%	9%	50%
Polish	1%	3%	0	0	0	1%	3%	0	0
Italian	9%	6%	14%	0	6%	11%	6%	0	20%
Swedish	3%	3%	2%	14	0	5%	0	0	0
French	30%	18%	44%	14%	44%	40%	18%	14%	30%
Russian	1%	1%	0	0	0	1%	0	0	0
Spanish	74%	79%	62%	71%	94%	71%	88%	77%	50%
Japanese	21%	21%	26%	29%	6%	21%	21%	9%	50%
Chinese	3%	1%	4%	14%	0	4%	3%	0	0
Other	6%	6%	6%	14%	0	9%	0	5%	0
No response	5%	7%	4%	0	0	5%	0	14%	0

[1] Percentages add to more than 100% due to multiple answers.

PUBLIC RELATIONS

Public relations is a new addition to the study and the information here was collected for the first time.

Across all associations, 38 percent on average have a public relations department, with an average of 2 staff members. Federations (17 percent) and national associations (14 percent) are the most likely to have public relations staff of 5 or more.

About a third of associations conducted a major industry or profession promotion within the past year. For most associations, public service announcements were the vehicle used to deliver the promotions (58 percent). State/regional and local associations clearly favored use of public service announcements (72 percent and 73 percent, respectively). Magazine advertisements were used for industry promotions by 40 percent of all associations and by 70 percent of federations. Forty-three percent of associations have produced a video to promote their industry or profession.

Thirty-seven percent of associations offer scholarships — most often to the general public (20 percent), then to members (14 percent). Trade associations and local associations are twice as likely to give scholarships to the general public as to members.

Does your association have a public relations department? **TABLE 191**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	38%	41%	35%	38%	40%	41%	41%	35%	37%
No	61%	58%	64%	62%	59%	58%	58%	64%	61%
No response	1%	1%	1%	0	1%	1%	1%	1%	2%

If "yes," how many staff are in the public relations department? **TABLE 192**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	812	399	327	18	68	210	187	290	125
1	41%	40%	41%	28%	49%	43%	30%	46%	45%
2	28%	26%	29%	16%	33%	28%	29%	24%	32%
3	11%	11%	12%	28%	6%	10%	15%	10%	9%
4	6%	7%	5%	11%	3%	5%	8%	7%	3%
5 or more	8%	8%	9%	17%	4%	9%	14%	7%	4%
No response	6%	8%	4%	0	5%	5%	4%	6%	7%
Average number of staff	2	2	2	3	2	2	3	2	2

Have you conducted a major industry or profession promotion within the last year? **TABLE 193**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	31%	28%	33%	21%	35%	29%	32%	31%	33%
No	62%	65%	60%	64%	58%	64%	61%	63%	58%
No response	7%	7%	7%	15%	7%	7%	7%	6%	9%

If "yes," what vehicles were used?[1] **TABLE 194**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	657	277	310	10	60	145	144	255	113
Public service announcement	58%	69%	49%	50%	63%	37%	45%	72%	73%
Nationwide advertisement on commercial TV	11%	10%	11%	20%	17%	14%	12%	9%	10%
Magazine advertisement	40%	32%	46%	70%	42%	57%	53%	25%	35%
College career placement office	8%	11%	5%	0	12%	8%	5%	11%	6%
No response	16%	13%	20%	10%	17%	19%	17%	17%	12%

[1] Percentages add to more than 100% due to multiple answers.

Does your association offer scholarships to:[1] **TABLE 195**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Members only	14%	19%	9%	13%	17%	14%	14%	16%	13%
General public	20%	23%	18%	13%	20%	19%	14%	23%	25%
Dependents of members	7%	7%	7%	4%	3%	5%	5%	8%	7%
No response	63%	56%	70%	72%	64%	65%	72%	58%	60%

[1] Percentages add to more than 100% due to multiple answers.

Are scholarships for:[1] **TABLE 196**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	785	429	281	13	62	177	128	345	135
College study	81%	78%	85%	77%	79%	76%	80%	84%	78%
Association programs	21%	22%	17%	31%	27%	24%	20%	20%	18%
Industry programs not sponsored by the association	11%	11%	11%	15%	5%	7%	5%	13%	16%
No response	2%	3%	0	0	6%	2%	4%	1%	2%

[1] Percentages add to more than 100% due to multiple answers.

Have you produced a video? **TABLE 197**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	43%	39%	46%	49%	46%	54%	53%	35%	30%
No	51%	54%	48%	38%	49%	39%	40%	60%	62%
No response	6%	7%	6%	13%	5%	7%	7%	5%	8%

According to association policy, who may use your logo?[1] **TABLE 198**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
All members	40%	30%	52%	40%	38%	43%	38%	35%	52%
By permission	37%	43%	30%	32%	41%	43%	41%	35%	26%
Volunteers	12%	15%	11%	11%	9%	16%	13%	9%	12%
Officers	33%	37%	29%	28%	30%	40%	35%	30%	28%
Association staff	45%	49%	43%	32%	41%	50%	47%	45%	37%
No policy	12%	11%	13%	6%	12%	10%	9%	16%	9%
Not applicable	7%	7%	6%	13%	7%	5%	7%	7%	7%
No response	5%	6%	5%	9%	4%	5%	7%	4%	7%

[1] Percentages add to more than 100% due to multiple answers.

According to association policy, who may use your letterhead?[1] **TABLE 199**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
All members	9%	9%	9%	2%	9%	10%	8%	9%	7%
By permission	31%	36%	27%	23%	29%	30%	29%	33%	30%
Volunteers	12%	15%	9%	9%	9%	16%	15%	10%	6%
Officers	46%	55%	37%	43%	46%	54%	51%	43%	33%
Association staff	56%	62%	50%	45%	57%	62%	60%	52%	50%
No policy	11%	10%	12%	11%	11%	9%	10%	14%	8%
Not applicable	7%	6%	9%	17%	7%	5%	10%	7%	9%
No response	11%	9%	14%	17%	7%	10%	9%	11%	18%

[1] Percentages add to more than 100% due to multiple answers.

GOVERNMENT AFFAIRS

An average of 32 percent of associations employ government relations staff. Local associations and international associations are the least likely to do so (19 percent and 23 percent, respectively), and state/regional associations are the most likely (42 percent). On average, associations employ 3 government relations staffers.

More than one-third of associations employ registered lobbyists as staff (about the same percent as in 1987), with local associations and international associations the least likely to have them (18 percent and 15 percent, respectively), and state/regional associations and trade associations the most likely (67 percent and 46 percent, respectively). The average number of staff lobbyists registered at the state and local levels remained at 2 people, but the average number registered at the federal level dropped to 2, from 3 in 1987.

Does your association employ staff whose sole responsibility is to engage in government relations activities? **TABLE 200**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	32%	30%	34%	32%	32%	23%	32%	42%	19%
No	67%	69%	65%	68%	66%	76%	66%	57%	80%
No response	1%	1%	1%	0	2%	1%	2%	1%	1%

If "yes," how many staff members are engaged in government relations activities? **TABLE 201**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	670	289	312	15	54	117	146	342	65
1	42%	42%	40%	40%	53%	34%	28%	49%	52%
2	23%	22%	23%	7%	29%	25%	22%	21%	30%
3	10%	12%	10%	20%	4%	8%	16%	11%	0
4	7%	4%	9%	13%	4%	13%	7%	5%	5%
5 or more	13%	14%	14%	20%	6%	16%	24%	9%	4%
No response	5%	6%	4%	0	4%	4%	3%	5%	9%
Average number of staff	3	3	3	4	2	3	4	2	2

Who makes policy recommendations?[1]

TABLE 202

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Government affairs director	19%	18%	20%	19%	20%	15%	22%	21%	14%
Chief staff executive	50%	41%	58%	51%	53%	42%	51%	56%	44%
Government affairs committee	40%	38%	44%	23%	33%	27%	31%	52%	41%
Executive committee	39%	39%	39%	49%	41%	36%	36%	44%	38%
Other	10%	12%	9%	6%	9%	9%	10%	12%	9%
No response	20%	24%	15%	19%	22%	32%	27%	9%	19%

[1] Percentages add to more than 100% due to multiple answers.

Do you have one or more individuals on staff registered as a lobbyist?

TABLE 203

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	38%	32%	46%	28%	32%	15%	26%	67%	18%
No	56%	60%	50%	68%	62%	75%	65%	31%	75%
No response	6%	8%	4%	4%	6%	10%	9%	2%	7%

If "yes," what is the average number of individuals registered at each level?

TABLE 204

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	808	309	431	13	55	78	119	550	61
Federal	2	3	2	3	1	2	3	2	3
State	2	2	2	3	2	3	4	2	2
Local	2	2	2	2	2	2	1	1	2

At which levels do you monitor legislation?[1] **TABLE 205**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Federal	62%	55%	69%	64%	61%	66%	77%	56%	49%
State	68%	63%	75%	55%	62%	42%	47%	93%	74%
Local	33%	32%	33%	17%	37%	18%	14%	31%	82%
No response	16%	21%	10%	19%	22%	31%	20%	6%	11%

[1] Percentages add to more than 100% due to multiple answers.

Do you operate a political action committee? **TABLE 206**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	35%	34%	38%	34%	23%	10%	19%	54%	47%
No	59%	58%	58%	62%	69%	78%	73%	44%	48%
No response	6%	8%	4%	4%	8%	12%	8%	2%	5%

If "yes," at what level are contributions made?[1] **TABLE 207**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	739	328	355	16	40	51	86	444	158
Federal	38%	34%	41%	56%	25%	94%	92%	23%	30%
State	77%	79%	74%	63%	85%	22%	22%	96%	69%
Local	28%	36%	19%	13%	50%	8%	6%	16%	82%
No response	1%	1%	1%	0	3%	0	1%	1%	1%

[1] Percentages add to more than 100% due to multiple answers.

If you are headquartered elsewhere, does your association have a Washington, D.C., office? **TABLE 208**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	14%	14%	13%	15%	17%	10%	12%	15%	22%
No	48%	49%	47%	34%	47%	49%	34%	59%	37%
Not applicable	22%	20%	24%	36%	20%	20%	29%	17%	26%
No response	16%	17%	16%	15%	16%	21%	25%	9%	15%

CONVENTIONS AND MEETINGS

Conventions and meetings play an important social, governance, and financial role in associations.

Associations continue to draw high attendance at membership-wide meetings, averaging nearly 1,300 delegates, with national associations drawing an average of 1,449 and 2,528 for international associations.

Nearly four out of every 10 association members attend a major association meeting each year. About half of all associations hold one membership-wide meeting a year; however, about one fourth of all associations hold more than three membership-wide meetings each year.

The final decision for selecting meeting sites often becomes a joint process, with the chief staff executive and board of directors sharing information before a site is selected. Only about 15 percent of the time is the final site decision made by lower-level staff.

International meeting destinations continue to draw associations, with more than one third of national and international associations holding a meeting outside the continental United States in the past three years. Nine out of 10 associations can hold meetings outside the continental United States, and 86 percent of state/regional associations can meet outside the headquarter's state.

About half of international associations plan to hold a meeting outside the United States in the near future.

How many membership-wide meetings (not including seminars) does your association sponsor per year? **TABLE 209**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
One	45%	50%	39%	47%	49%	50%	55%	47%	20%
Two	19%	15%	24%	23%	12%	19%	20%	23%	8%
Three	7%	7%	8%	9%	7%	7%	7%	8%	9%
More than three	24%	22%	26%	19%	25%	19%	11%	20%	55%
No response	5%	6%	3%	2%	7%	5%	7%	2%	8%

How many delegates attend the largest meeting? **TABLE 210**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Average number of delegates attending	1,289	1,471	1,072	2,050	1,284	2,528	1,449	720	511

What percentage of your members attends your largest meeting? **TABLE 211**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Average % of members attending	39%	26%	51%	58%	42%	41%	38%	40%	35%

Do you conduct an exhibit or trade show in conjunction with any of your membership meetings? **TABLE 212**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	59%	62%	56%	51%	58%	67%	51%	68%	36%
No	38%	35%	42%	43%	37%	31%	45%	30%	59%
No response	3%	3%	2%	6%	5%	2%	4%	2%	5%

If "yes," how many trade shows do you hold each year? **TABLE 213**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,247	603	521	24	99	338	232	557	120
One	79%	77%	82%	79%	78%	72%	83%	83%	77%
Two	12%	13%	10%	17%	13%	10%	12%	12%	18%
Three	3%	3%	3%	0	2%	6%	2%	1%	1%
More than three	4%	5%	4%	4%	4%	9%	2%	2%	4%
No response	2%	2%	1%	0	3%	3%	1%	2%	0

What system do you use for allocating space in your trade show? **TABLE 214**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,247	603	521	24	99	338	232	557	120
Lottery	2%	2%	4%	0	2%	5%	2%	1%	4%
First come, first served	79%	79%	77%	88%	80%	62%	74%	88%	86%
Point system	13%	14%	13%	8%	14%	25%	17%	7%	3%
Other	3%	2%	4%	0	2%	4%	3%	3%	3%
No response	3%	3%	2%	4%	2%	4%	4%	1%	4%

What type of agreement is generally used in your hotel arrangements? **TABLE 215**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Standard contract prepared by association	8%	7%	8%	11%	7%	10%	9%	6%	5%
Standard contract prepared by hotel	39%	37%	43%	34%	33%	30%	41%	46%	32%
Custom contract for each meeting	28%	30%	25%	30%	29%	41%	31%	25%	11%
Letter of agreement	8%	8%	8%	2%	9%	6%	6%	9%	10%
No contract	3%	2%	4%	4%	3%	1%	1%	3%	9%
No response	14%	16%	12%	19%	19%	12%	12%	11%	33%

Who makes the final decision in selecting the sites for meetings?[1] **TABLE 216**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Volunteer officers	7%	8%	7%	6%	6%	6%	6%	8%	7%
Board of directors	44%	47%	42%	49%	42%	53%	51%	43%	24%
Committee	19%	19%	18%	15%	19%	15%	16%	22%	20%
Chief staff executive	43%	37%	48%	36%	46%	43%	35%	44%	50%
Staff	17%	15%	18%	13%	16%	16%	13%	18%	18%
Other	2%	3%	2%	2%	1%	4%	3%	2%	1%
No response	5%	5%	4%	9%	7%	4%	5%	2%	13%

[1] Percentages add to more than 100% due to multiple answers.

How many years in advance do you usually select the sites for your major meetings? **TABLE 217**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
1 year	30%	25%	33%	25%	36%	10%	19%	32%	65%
2 years	19%	19%	20%	23%	16%	15%	21%	26%	9%
3 years	16%	16%	18%	15%	15%	19%	18%	20%	2%
4 years	9%	10%	8%	11%	7%	16%	11%	7%	1%
5 or more years	18%	21%	15%	13%	15%	35%	24%	11%	1%
No response	8%	9%	6%	13%	11%	5%	7%	4%	22%

How far in advance do you sign a formal contract with the hotel? **TABLE 218**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Less than 6 months	15%	13%	15%	17%	17%	4%	7%	16%	38%
7–12 months	27%	24%	29%	23%	30%	15%	23%	35%	27%
1–2 years	29%	31%	29%	30%	22%	35%	34%	31%	7%
More than 2 years	19%	21%	18%	19%	16%	39%	27%	11%	1%
No response	10%	11%	9%	11%	15%	7%	9%	7%	27%

During the past five years, has your association changed its meeting pattern?

TABLE 219

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes, from one large meeting to a series of smaller meetings	3%	2%	3%	2%	5%	3%	2%	2%	6%
Yes, from one to two large meetings	2%	2%	3%	0	2%	2%	2%	3%	1%
No, same pattern	83%	84%	83%	85%	78%	85%	82%	86%	73%
Other	5%	5%	5%	2%	4%	5%	7%	5%	3%
No response	7%	7%	6%	11%	11%	5%	7%	4%	17%

During the past three years, has your association held a membership-wide meeting outside the boundaries of your association?[1]

TABLE 220

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	17%	14%	21%	15%	15%	26%	11%	18%	7%
No	79%	82%	76%	76%	79%	72%	84%	80%	83%
No response	4%	4%	3%	9%	6%	2%	5%	2%	10%

[1] *Outside boundaries* are defined as follows:

U.S. national associations—outside the continental U.S.;
U.S. state associations—outside the state;
U.S. local/regional associations—outside the defined membership area;
International—outside the country where the association is headquartered.

During the next three years, do you anticipate holding a membership-wide meeting outside the boundaries of your association?

TABLE 221

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	19%	16%	22%	15%	17%	30%	12%	20%	8%
No	77%	80%	75%	77%	76%	68%	83%	78%	82%
No response	4%	4%	3%	8%	7%	2%	5%	2%	10%

If "no," do your bylaws or other written policies prevent you from going outside the boundaries of your association?

TABLE 222

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	1,635	773	695	36	131	342	375	642	276
Yes	10%	12%	7%	11%	11%	4%	8%	13%	11%
No	87%	85%	89%	86%	86%	92%	89%	84%	86%
No response	3%	3%	4%	3%	3%	4%	3%	3%	3%

Have you held a membership-wide meeting outside the United States since January 1989?

TABLE 223

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	10%	10%	11%	15%	8%	24%	8%	6%	2%
No	85%	85%	85%	74%	85%	72%	86%	92%	87%
No response	5%	5%	4%	11%	7%	4%	6%	2%	11%

If "yes," how many (since January 1989)?

TABLE 224

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	217	94	103	7	13	123	36	52	6
Average number of meetings outside U.S.	2	2	1	1	2	2	1	1	2

What was the average attendance at meetings held outside the United States?

TABLE 225

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	217	94	103	7	13	123	36	52	6
Average attendance	396	489	307	371	431	516	344	183	105

How did attendance compare to similar meetings in the United States?

TABLE 226

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	217	94	103	7	13	123	36	52	6
Larger than U.S.-held meetings	13%	16%	10%	29%	16%	14%	17%	8%	17%
Smaller than U.S.-held meetings	51%	48%	54%	29%	54%	47%	47%	61%	50%
Same	31%	33%	31%	42%	15%	32%	36%	29%	17%
No response	5%	3%	5%	0	15%	7%	0	2%	16%

Where were the meetings held outside the United States?[1] **TABLE 227**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	217	94	103	7	13	123	36	52	6
Caribbean	25%	18%	34%	0	15%	13%	17%	58%	33%
Canada	46%	50%	40%	57%	54%	55%	42%	27%	33%
Mexico	15%	14%	18%	14%	0	9%	17%	23%	67%
Central or South America	1%	2%	0	0	0	2%	0	0	0
Continental Europe (including Great Britain and Ireland)	27%	27%	24%	29%	54%	34%	19%	15%	33%
Eastern Europe	6%	5%	6%	0	8%	5%	8%	6%	0
Asia	6%	10%	2%	14%	8%	10%	3%	0	0
Africa	2%	2%	1%	14%	0	2%	3%	0	0
Australia	5%	5%	5%	0	8%	7%	0	4%	17%
Other	2%	5%	0	0	0	2%	8%	0	0
No response	2%	1%	3%	0	0	2%	0	2%	17%

[1] Percentages add to more than 100% due to multiple answers.

Before 1989, had you held a meeting outside the United States? **TABLE 228**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	23%	24%	24%	19%	19%	50%	22%	17%	2%
No	67%	66%	67%	68%	68%	45%	69%	74%	77%
No response	10%	10%	9%	13%	13%	5%	9%	9%	21%

Are you planning to conduct a meeting outside the United States in the future? **TABLE 229**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Yes	20%	20%	20%	17%	18%	49%	17%	10%	2%
No	72%	71%	73%	72%	71%	46%	77%	83%	79%
No response	8%	9%	7%	11%	11%	5%	6%	7%	19%

CHARACTERISTICS OF THE SAMPLE

This section presents a statistical analysis of the associations represented in the study.

The table to the right compares the characteristics of the associations that took part in the study with those of the entire ASAE membership.

TABLE 230

	ASAE Membership	Survey Participants
Geographic Scope		
International	17%	24%
National	22%	21%
State/regional	38%	39%
Local	16%	16%
Type of Membership		
Individual	38%	46%
Company	33%	44%
Association	2%	2%
Combination	19%	8%
Budget		
Less than $100,000	4%	4%
$100,000–$499,999	27%	32%
$500,000–$999,999	17%	20%
$1,000,000–$1,999,999	13%	17%
$2,000,000–$4,999,999	11%	15%
$5,000,000–$9,999,999	6%	6%
$10,000,000 or more	3%	4%

[Percentages add to less than 100% where no data are available.]

What is the geographic scope of your association?

TABLE 231

	TOTAL	Type of Membership			
		Indiv.	Co.	Assn.	Comb.
Total Respondents	2,116	969	928	47	172
International	24%	25%	22%	19%	28%
National	21%	20%	21%	51%	24%
State/regional	39%	36%	44%	21%	32%
Local	16%	19%	13%	9%	16%

What is the primary type of membership in your association? **TABLE 232**

		Scope			
	TOTAL	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	505	451	823	337
Individuals	46%	49%	43%	42%	54%
Companies	44%	40%	43%	50%	37%
Other associations	2%	2%	5%	1%	1%
Combination of above	8%	9%	9%	7%	8%

What was your association's total annual income for the most recently completed fiscal year? **TABLE 233**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
Less than $100,000	4%	4%	3%	12%	3%	2%	4%	5%	5%
$100,000–$499,999	32%	29%	35%	26%	38%	21%	22%	42%	39%
$500,000–$999,999	20%	19%	22%	17%	19%	17%	18%	21%	25%
$1,000,000–$1,999,999	17%	18%	16%	11%	14%	19%	18%	14%	16%
$2,000,000–$4,999,999	15%	15%	16%	11%	13%	23%	20%	11%	9%
$5,000,000–$9,999,999	6%	8%	4%	11%	6%	10%	10%	3%	4%
$10,000,000 or more	4%	5%	3%	12%	4%	7%	7%	2%	*
No response	2%	2%	1%	0	3%	1%	1%	2%	2%
Average (in millions)	$23.9	$27.0	$20.0	$41.0	$22.3	$35.0	$34.4	$15.9	$12.2
Median (in millions)	$8.2	$9.1	$7.7	$8.4	$6.9	$15.1	$13.1	$5.6	$6.0

* Less than 1%

What is the total number of members in your association?

TABLE 234

	TOTAL	Scope			
		Intl.	Natl.	St./Rg.	Local
Total Respondents					
Individual Membership					
Total reporting	941	242	189	339	171
Average number of memberships	33,960	51,590	70,790	16,770	2,400
Median number of memberships	3,610	7,500	8,750	2,430	1,500
Corporate Membership					
Total reporting	906	194	186	404	122
Average number of memberships	1,030	1,420	1,480	770	560
Median number of memberships	380	610	400	340	310
Association Membership					
Total reporting	43	9	22	9	3
Average number of memberships	9,230	3,640	16,220	720	270
Median number of memberships	100	180	80	210	310
Combination Membership					
Total reporting	154	43	35	51	25
Average number of memberships	17,750	18,610	32,410	15,020	1,270
Median number of memberships	1,000	2,160	1,190	610	750

How many full-time staff are employed by your association? **TABLE 235**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
None	2%	2%	2%	4%	2%	2%	2%	2%	1%
1–5	43%	40%	45%	43%	47%	32%	35%	52%	47%
6–10	18%	17%	19%	15%	14%	17%	14%	19%	23%
11–20	14%	14%	14%	6%	15%	16%	17%	11%	15%
21–50	13%	14%	14%	13%	9%	17%	18%	10%	8%
51–100	4%	6%	2%	6%	6%	8%	6%	2%	3%
More than 100	4%	5%	2%	13%	4%	6%	6%	2%	2%
No response	2%	2%	2%	0	3%	2%	2%	2%	1%
Average number of full-time staff	20	23	16	35	19	27	26	14	14
Median number of full-time staff	6	7	6	6	5	9	9	5	5

How many part-time staff are employed by your association? **TABLE 236**

		Type of Membership				Scope			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Total Respondents	2,116	969	928	47	172	505	451	823	337
None	30%	25%	35%	34%	26%	22%	30%	30%	39%
1–5	59%	61%	56%	51%	62%	65%	57%	61%	48%
6–10	5%	6%	3%	9%	4%	8%	4%	3%	3%
11–20	1%	1%	1%	2%	2%	1%	2%	1%	1%
21–50	1%	1%	1%	0	0	1%	1%	1%	3%
51–100	*	1%	*	0	0	*	1%	*	1%
More than 100	1%	1%	1%	0	2%	1%	1%	*	2%
No response	3%	4%	3%	4%	4%	2%	4%	4%	3%
Average number of part-time staff	4	5	4	3	6	5	5	3	7
Median number of part-time staff	2	2	1	1	2	2	2	1	1

* Less than 1%

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